January 22, 2024

TO: Members of the Maricopa Regional Continuum of Care Board

FROM: Rachel Milne, City of Phoenix, Co-Chair
Vicki Phillips, Community Bridges, Inc., Co-Chair

SUBJECT: <u>MEETING NOTIFICATION AND TRANSMITTAL OF TENTATIVE AGENDA</u>
Monday, January 29, 2024 – 1:30 p.m.
302 N. 1st Avenue, Ironwood Room
Phoenix, AZ 85003; Virtual Options Available

The Maricopa Regional Continuum of Care Board meeting has been scheduled at the time noted above. The meeting is open to in-person attendance for both committee members and the public. Members of the committee wishing to attend virtually will receive instructions via email. Members of the public not attending in person may listen to the meeting via a live video stream on MAG's [YouTube channel](#).

Opportunities will be provided to members of public to provide public comment. Those attending in person may address the committee during the appropriate comment period(s). For those not attending in person, written comments relating to this meeting may be submitted online at [azmag.gov/comment](#). Comments may be sent at any time leading up to the meeting, but must be received at least **two hours prior** to the posted start time for the meeting. Comments received by the deadline will be read aloud by MAG staff during the meeting.

In 1996, the Regional Council approved a simple majority quorum for all MAG advisory committees. If the Maricopa Regional Continuum of Care Board does not meet the quorum requirement, members who have joined the meeting will be notified that a legal meeting cannot occur and the meeting will end. Your participation in the meeting is strongly encouraged.

Pursuant to Title II of the Americans with Disabilities Act (ADA), MAG does not discriminate on the basis of disability in admissions to or participation in its public meetings. Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the MAG office. Requests should be made as early as possible to allow time to arrange the accommodation.

MAG works to ensure full compliance with Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, Executive Order 12898 on Environmental Justice, and related authorities and regulations in all programs and activities. See our full [Title VI Notice to the Public](#) for more information.

If you have any questions regarding the meeting, please contact MAG at (602) 254-6300.

MAG Maricopa Regional Continuum of Care Board

TENTATIVE AGENDA

January 29, 2024

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1. Call to Order

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2. Call to the Audience

An opportunity will be provided to members of the public to provide input through written comment to the Maricopa Regional Continuum of Care Board on items that are not on the agenda that are within the jurisdiction of MAG, or on items on the agenda for discussion but not for action. Members of the public are asked to submit written comments related to this meeting through the MAG website at www.azmag.gov/comment, and indicate for which meeting the comment is intended or can choose to attend the meeting in person. Comments may be sent at any time leading up to the meeting, but must be received at least two hours prior to the posted start time for the meeting. Comments received prior to the deadline will be read aloud during the meeting. Comments must not exceed three minutes in length. A total of 15 minutes will be provided for the Call to the Audience agenda item, unless the Maricopa Regional Continuum of Care Board requests an exception to this limit. Please note that comments received for agenda items posted for action will be read at the time the item is heard.

Action Requested:

Information.

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3. Approval of Consent Agenda

Board members may request that an item be removed from the consent agenda. Prior to action on the consent agenda, members of the public will be provided an opportunity to comment on consent items. Consent items are marked with an asterisk (*).

Action Requested:
Approval of the Consent Agenda.

ITEMS PROPOSED FOR CONSENT *

*3A.   **Approval of the November 27, 2023 Meeting Minutes**

Action Requested:
Approval of the November 27, 2023 Maricopa Regional Continuum of Care Board meeting minutes.

*3B.   **Membership Approval**

Each year, the CoC opens up membership for the CoC Board. In addition, the CoC Board opens up membership when seats are vacated. In November, the East Valley jurisdiction seat was vacated. The East Valley members came together to recommend a new representative for the seat. Tim Burch with the City of Tempe was recommended for membership and applied to the Board. The Board will vote to approve Tim Burch as the East Valley representative.

Action Requested:
Approval of East Valley Jurisdiction Member.

*3C.   **Governance Charter Approval**

The Continuum of Care Charter is reviewed on an annual basis as required by the U.S. Department of Housing and Urban Development. As a result of the change in CoC structure, the Governance Charter has been updated to reflect the changes.

Action Requested:
Approval of Governance Charter changes.

*3D.   **Strategic Plan**

Each year, the CoC reviews the Strategic Plan to move the work forward of the CoC. The Collaboratives provided feedback for actions for inclusion in the Strategic Plan. The Board held two Strategic Planning sessions in December and January to review the Strategic Plan and make recommended changes. The Strategic Plan is included in the packet for approval.

Action Requested:
Approval of the Strategic Plan.

*3E.   **Updates**

In order to ensure ongoing communication across the Continuum of Care, the Continuum of Care newsletter contains updates on all of the Committees and workgroups. Please visit the [Newsletters Page](#) which includes all archived newsletters.

Action Requested:
Information.

ITEMS PROPOSED TO BE HEARD

4.   **Shelter Bill of Rights**

The Lived Experience Collaborative has been working on a Shelter Bill of Rights to be adopted by the Continuum of Care. The Shelter Bill of Rights has two versions – client facing and contract language – to allow for understanding while providing direction for contract incorporation. The documents have been reviewed by the Youth Action Collaborative, Lived Experience Collaborative, Local Jurisdiction Collaborative, and ESG Collaborative. Please see enclosed documents.

Action Requested:
Information, discussion, and approval of the Shelter Bill of Rights.

5.   **System Flow Dashboard**

The Homeless Management Information System (HMIS) team developed a dashboard that explores the inflow, active and outflow within the homeless system. MAG staff will walk the Board through the dashboard and changes as a result of the October policy change.

Action Requested:
Information and discussion.

6.   **HMIS Evaluation Next Steps**

As part of Pathways Home and in alignment with community needs, the three CoCs worked with the ICF team to complete an evaluation of the data used in the community and of the HMIS vendor. Chris Pitcher presented the full report in November. Solari will present next steps on action steps from the recommendations from the report.

Action Requested:
Information and discussion.

7.   **Request for Future Agenda Items**

Topics or issues of interest that the Maricopa Regional Continuum of Care Board would like to have considered for discussion at a future meeting will be requested.

Action Requested:
Information.

8.   **Board Roundtable**

An opportunity will be provided for Maricopa Regional Continuum of Care Board members to present a brief summary of current events, challenges, and opportunities related to homelessness.

Action Requested:
Information and discussion.

Adjournment

Video recording of the meeting

MEMBERS ATTENDING IN PERSON	MEMBERS NOT ATTENDING
Rachel Milne, Co-Chair, City of Phoenix	Letticia Brown-Gambino, Human Services
Vicki Phillips, Co-Chair, Community Bridges,	Campus
Inc.	Jessica Cruz, Native American Connections
Lisa Glow, Central Arizona Shelter Services	Elizabeth da Costa, AHCCCS
Chris Hallett, City of Peoria	Jessica Raymond, Atlantic Development
Michael Hughes, A New Leaf	Sienna Valdez
Natalie Lewis, City of Mesa	
Charles Sullivan, Arizona Behavioral Health	
Corporation	
TJ Reed, Maricopa County	
Krickette Wetherington, Arizona Housing	
Inc.	
Danielle Wright, AZ Coalition to End Sexual	
and Domestic Violence	

Members of the audience: Michael Simm, The Logical Foundation; Jussane Goodman, Phoenix Rescue Mission; and Amy Schwabenlender, Human Services Campus.

1. Call to Order
    The meeting of the Maricopa Regional Continuum of Care Board was called to order by Co-Chair Milne at 1:32 p.m.

2. Call to the Audience
    An opportunity was provided to members of the public to address the Board by submitting written comments via the MAG website or attending the meeting in person. Co-Chair Milne asked MAG staff if they received any public comments for the meeting. Katie Gentry, Regional Homelessness Program Manager with MAG, shared that public comments were received.

    Michael Simm, The Logical Foundation, was welcomed to speak. He shared that his organization focuses on cash transfers as a means of reducing homelessness. In partnership with Mayors for a Guaranteed Income, Mr. Simm extended an invitation to those in the room and their colleagues to attend a documentary screening titled, It's Basic. The event is on January 11, 2024, at Venture Café in Phoenix from 4 p.m. to 7 p.m.

Mr. Simm shared results from the Denver Basic Income project. In a randomized control trial, the project has been giving over 800 individuals experiencing homelessness in Denver a basic income. Many of the participants receive $12,000 over the span of one year. Preliminary results included the following: participants receiving $1,000 per month who were previously sleeping outside are no longer sleeping outside; full-time employment increased; fewer nights were reported spent in the emergency room; fewer nights were reported for participants spending the night in jail; reduced feelings of stress or anxiety among participants; and a greater sense of hope.

Mr. Simm ended his comment by expressing hope that he may continue connecting with the CoC and their partners once his organization launches the first Arizona based basic income program.

This concluded Mr. Simm's comment.

Ms. Gentry read an online comment submitted by Jeff Caldwell. His comment read as follows: "Maricopa County Association of Governments is an unelected body that is not a real government entity. Members of MAG are not elected, rather they are appointed. MAG needs to be abolished in its current form and should be a traditional nonprofit. Everything that you have done has led to an astronomical increase in homelessness and does not work.

The results of the 2023 Maricopa County Point-In-Time homeless count are out. The Maricopa Association of Governments counted more than 9,600 Arizonans without permanent homes and found that homelessness increased by 7% over the past year in the county. That's more than a 70% increase since 2017(1).

You have spent over 100M dollars to help solve homelessness and it has done nothing(2).
You would not exist if you were a traditional nonprofit trying to solve homelessness. Since you get government money, you are able to fail up."

This concluded Mr. Caldwell's comment.

Hearing no further comments, Co-Chair Milne moved on to the next agenda item.

3. Approval of Consent Agenda
   Co-Chair Milne asked if members of the Board had any questions or comments about agenda item 3.

Ms. Lewis requested to comment on item 3E. In December, Ms. Lewis has decided to step down from her seat on the CoC Board. With Ms. Lewis stepping down, there will be a vacancy of the East Valley Government seat requiring a limited membership opening for that seat. The CoC Board will review recommended applications at the January Board meeting for selection. After meeting with East Valley representatives to discuss a possible replacement for Ms. Lewis' position, Ms. Lewis recommends City of Tempe representative, Tim Burch. Ms. Lewis spoke to Mr. Burch's qualifications. Members expressed their gratitude to Ms. Lewis' service and wished her well.

Ms. Wright requested additional information on item 3B. During COVID, Solari began sharing data with AHCCCS to assist with identifying people experiencing homelessness who were vulnerable to COVID. In 2022, the data share shifted to be responsive to heat. The new agreement is looking to expand data sharing based on the definition of homelessness in alignment with the 1115 waiver. Ms. Wright questioned what was being done with the previous data and if item 3B was reflecting an expansion of data that is being collected. Ms. Gentry shared this data sharing started during the COVID-19 pandemic with a 92 percent match rate for members in AHCCCS. As the Public Health Emergency ended, the focus shifted to sharing data based on heat and the vulnerability around heat. However, the definition was limited because of AHCCCS' privacy policies. The Business Associates Agreement expands to include a broader definition of people experiencing homelessness who are vulnerable to heat and includes aggregated data sharing from AHCCCS back to the CoC. This will allow AHCCCS to understand impacts on the 1115 waiver as well as help Managed Care Organizations serve their members who are experiencing homelessness.

Hearing no further questions or comments, Co-Chair Milne requested a motion to approve the consent agenda.

Ms. Lewis motioned to approve the consent agenda. Co-Chair Phillips seconded the motion. The motion passed with a unanimous voice vote in-person.

*3A. <u>Approval of the October 30, 2023, Meeting Minutes</u>
      The Board, by consent, approved the October 30, 2023, Meeting Minutes.

*3B. <u>Approval of the AHCCCS Business Associates Agreement</u>
      The Board, by consent, approved the AHCCCS Business Association Agreement from the consent agenda.

*3C. <u>Approval of the Program Performance Measure</u>

The Board, by consent, approved the 2023 Program Performance Measures from the consent agenda.

*3D. Quarterly Homelessness Trends Report
The Board, by consent, approved the Quarter 3 Homelessness Trends Report from the consent agenda.

*3E. Membership Opening
The Board, by consent, approved opening membership recruitment for the East Valley Government seat from the consent agenda.

*3F. Point in Time Count Updates
This item was heard for information only.

*3G. Updates
This item was heard for information only.

4. Shelter Bill of Rights
Trevor Southwick, Chair of the MAG Lived Experience Committee (LEC), presented on this agenda item. Mr. Southwick's presentation may be found at this link.

Mr. Southwick stated the reasons for creating the Shelter Bill of rights, shared the historical background of the document, and discussed the timeline and process that the LEC underwent to build the Shelter Bill of Rights. Two versions of the document exist that express the same message and information, but the versions' lengths and language differ as a way to be more palatable to both funders and clients. The shorter document is intended to be publicly and visibly posted in shelters. Mr. Southwick shared that a variety of perspectives contributed to the final version of the Shelter Bill of Rights.

During the October 30, 2023, Board meeting, several Board members asked questions regarding the Shelter Bill of Rights. Some of these questions focused on legality and enforceability; funding language change; monitoring; grievances; and the title of the document. Mr. Southwick addressed these topics on slides five and six of his PowerPoint presentation. After reviewing the Board's feedback, the LEC did not feel the need to amend any part of the Shelter Bill of Rights.

This concluded Mr. Southwick's presentation.

Concerns were expressed that the East Valley was not involved enough in the creation of the document. Mr. Southwick shared that the East Valley Men's shelter offered feedback early in the creation of the document. Although he could not recall specific feedback comments from them, he said that he recalls the general sentiment to be positive. Ms. Gentry shared that the Emergency Shelter Workgroup offered feedback as well, which includes East Valley shelter representatives.

Ms. Lewis expressed concern about the enforceability and misunderstanding of the document. She shared that she worried the document may be misused and become politically driven. She mentioned the possibility of citizens misunderstanding the purpose of the document and criticizing city council members during public meetings.

Mr. Hughes expressed a concern regarding specific language in the document being used against the shelters who do not have other means or resources to provide better. He used an example of the term "adequate space" mentioned in the Shelter Bill of Rights. Some shelters are unable to provide "adequate space", but he feels that these shelters should still be able to operate and not have the Shelter Bill of Rights used as a document to judge the shelters' limited capabilities in those terms.

Ms. Glow echoed Mr. Hughes comment and added that at her shelter, during inclement weather, clients sleep on mats on the floor. She also shared that at the previous Board meeting, members expressed that the document should serve as a guideline.

Ms. Owens shared that the language in the document is meant to be vague because each shelter has different spaces and needs. The LEC was intentional about having the language be adaptable from the current contract.

Mr. Reed shared that in a conversation at the ESG Committee, he thought it was helpful to frame the document as a community best practice. He shared that the LEC is not asking funders to rewrite their contracts and requiring them to reference the Shelter Bill of Rights. The purpose is more so that shelter providers and shelter clients may have a baseline of understanding of expectations and rights. People who are staying in the shelters will also have a basic understanding of this.

Conversation continued regarding what individuals staying in shelter who feel like their rights aren't being met will ask where they should go to enforce their rights. Government entities may see backfire from individuals who want to file a grievance.

Conversation took place to see what needs to be changed to this document to get more consensus. Further feedback from LEC may be needed. Conversation ensued regarding the current grievance process and mediating issues.

Ms. Gentry asked Ms. Owens to discuss the roll out plan. Ms. Owens said that the hope is that this document is publicly and visibly posted in shelters. Shelter providers and staff would be given the expanded version of rights. LEC found it imperative to have the document visible. Mr. Southwick shared that if an individual comes to a city council meeting and complains about the quality of their shelter stay, then that means the Shelter Bill of Rights is effective. He expressed that people being made aware of their rights surpasses administrative burden.

There was further discussion regarding communication of these rights and how concerns and mediation will take place at an administrative level.

Co-Chair Milne asked if this document will be required to be followed by funders and shelter providers. Shelters are asked to comply and post; funders do not need to do anything. This language is already in contract.

Mr. Hallett asked where the level of accountability is in this document. The cities are liable and accountable, but they do not have direct connection or control with the shelters. Ms. Owens shared that the Shetler Bill of Rights is already ideally occurring. The document being posted helps the guests know what their rights are.

Co-Chair Milne asked if the Board or members of the public had any further comments.

Ms. Gentry read a public comment submitted by Jeff Caldwell. Mr. Caldwell's comment read as follows: "These documents were created because homeless people are being treated differently at different shelter locations. No faith-based organizations were involved in the creation of these documents. There is no means of enforcement, and trauma informed care is not included in the document. There is no point in this being created at this time. It would be better if organizations not serving people properly were not in service."

Hearing no further comments, Co-Chair Milne called for a motion. Ms. Lewis motioned to continue the item. Mr. Hallett seconded the motion to continue the item. The motion passed with a voice vote of members with Ms. Glow, Mr. Hallett, Ms. Lewis, Co-Chair Milne, Co-Chair Phillips, Mr. Sullivan, Mr. Reed, and Ms. Wright voting in favor of continuance and Mr. Hughes and Ms. Wetherington voting opposed.

Hearing no further discussion, Co-Chair Milne moved on to the next agenda item.

5. Overview of Advocacy and Ways to Get Involved
    Nicole Newhouse, Executive Director with the Arizona Housing Coalition, provided an overview of the work that the Coalition does on local advocacy and ways to get involved when local issues arise.

    She shared that the past legislative budget did not afford much opportunity for appropriations other than the Housing Coalition's continued push for state LIHTC. Although the state level may lack appropriation opportunities, Ms. Newhouse feels that the local level has a lot to offer.

    The Coalition published a handbook for Arizona cities. They feel that much of the work that goes into affordable housing stock will be done at the local levels. The Coalition plans to deploy staff with LCEHs to create voices at the local level to be mindful of unique situations in each city.

    Co-Chair Phillips asked Ms. Newhouse to speak to the education and platform for the educational components regarding Ms. Newhouse's talking points. As an example, Co-Chair Phillips asked how a member of the public could learn about NIMBYism. Ms. Newhouse shared that the Coalition has social media and their website that houses this information.

    Ms. Lewis supported the Coalition's perspective on NIMBYism and suggested Ms. Newhouse connect with different jurisdictions and agencies through the Board.

    Ms. Gentry welcomed those with legislative questions to reach out to Ms. Newhouse, as MAG does not take legislative action, but works hand in hand with the Coalition.

    Hearing no further comments, Co-Chair Milne moved to the next agenda item.

6. Coordinated Entry Assessment Tool Change
    In March 2023, the CoC completed the Coordinated Entry (CE) Evaluation in partnership with Homebase for technical assistance. Since then, a stakeholder workgroup was created to further analyze the VI-SPDAT assessment tool and create a new tool to use in the Coordinated Entry assessment process. The new tool was recommended by the Coordinated Entry Committee for approval by the Board. The new tool is anticipated to be piloted, with the Board's approval, beginning in December 2023. The Coordinated Entry Co-Chair, Matthew Kelly, presented on the new tool for the Committee's understanding.

Mr. Kelly's presentation may be found at this link. Mr. Kelly discussed elements of the MAP tool – Maricopa Assessment and Prioritization tool. After creation of the tool, the tool was approved by the Coordinated Entry Committee. Next steps include Board approval of the MAP tool, implementation of a pilot for six months, review after the six-month period to see if the tool is more equitable, and returning to the COC Board with further recommendations.

Mr. Reed asked if the group who developed the new tool looked at either the disability and health section or just its impact on ability to work. On that same note, has the group discussed how the tool would impact the type of referral that would be made. He also asked if the VI-SPDAT tool would continue to be asked as well as the new questions. Mr. Reed shared that his understanding is the tool uses more data and less questions and asked, what are we losing with minimized questions? Mr. Reed shared specific concerns about disability being lost in translation as fewer people are self-reporting.

Final question from Mr. Reed was regarding high utilization: if someone is in the system for one year, is that 15 plus. Or is it 15 separate enrollments in the last 12 months?

Mr. Kelly answered the three questions in turn: There is on-going conversation about referrals with employment being taken into consideration, but this is the next phase of this process. He said employment will be a factor in prioritizing resources as that will indicate if people can retain housing after assistance. For the second question, Mr. Kelly said that he didn't know if SUD will be over or under reported, but this new source of data will likely show some shift and will be evaluated during the pilot phase. SUD was underreported on the VI-SPDAT. We are trying to move away from asking questions just to ask questions, but rather gather data from fewer questions.

Brian Gruters, Human Services Planner, said this would come up in other contexts as well. We are hoping and expecting that as case managers build trust with individuals, you'll get better data with more accuracy.

Ms. Gentry shared that high utilization of the system is based on enrollments. This will continue to be evaluated over time and how individuals are entering and using the system to identify those who are the high risk/high-cost individuals. This came up through the partnership with the Arizona Housing Analytics Collaborative regarding system utilization.

Co-Chair Phillips asked if Mr. Kelly can talk to the piloting strategy. Mr. Kelly said that he understands that the lead agencies will do the initial roll out. Ms. Gentry said that the CE leads

are working on the script, but the tool cannot be rolled out until the CoC Board approves it. MAG is working with the CE Leads on a training and rollout plan.

Mr. Hallett asked if individuals will be using both tools. Mr. Kelly said yes.

Mr. Reed asked if the tool will continue to be brought to the Board for approval. Ms. Gentry shared that anytime there are changes to the tool, the CoC Board needs to approve it. The Board will also hear an update in the next 6 months after the completion of the pilot.

Co-Chair Milne called for a motion. Co-Chair Phillips made a motion to approve the pilot phase. Mr. Reed seconded the motion.

Amy Schwabenlender, Human Services Campus (HSC), shared that HSC requested a legal review of the race and ethnicity questions. She said HSC has the contract with HUD for coordinated entry and should have a greater voice in this discussion. She shared the concern if clients feel like these questions are not being asked fairly or that staff hasn't been trained to ask these questions could lead to challenges. Ms. Schwabenlender shared that UDEs are also self-reported data. She wanted to make a point that there is an assessment tool and there is priority and this work is murky. The evaluation said the tool currently used is not equitable for race and ethnicity. The ask was to improve the tool that would improve inequity in race and ethnicity and has concerns that this tool doesn't. She shared that HSC hasn't stood in the way, but she'd like to remind people about the factors of the original report. Ms. Schwabenlender expressed that the equity on race needs to be improved. She stated that she is not sharing the comment to persuade members to not pass the pilot. HSC is not confident this tool is equitable.

Public comments, submitted beforehand and read by Ms. Gentry:

Ms. Gentry read an online comment submitted by Jeff Caldwell. His comment read as follows: "Stop making homeless assessments that base entry on race."

This concluded Mr. Caldwell's comment.

Ms. Gentry read an online comment submitted by Cindy Cragin. Her comment read as follows: "Items 36-39 on this new tool is racist. It restricts the workforce based on the color of people's skin. If there are more people who are the most qualified apply to a specific organization or entity than the reflection of the homeless population's skin color landscape, the organization or entity is prevented from hiring the most qualified people or work to change the workforce's racial

makeup. The Supreme Court recently ruled this type of scheme in government is unconstitutional."

This concluded Ms. Cragin's comment.

Mr. Kelly responded to Ms. Schwabenlender's comment. He expressed that the race equity piece highlighted will be examined as we move through this. It is going to be part of the discussion. If an underrepresentation is noted, changes will be made accordingly. It is not a permanent document. We need to continually evaluate so we can get appropriate responses.

Co-Chair Milne called for a voice vote for approval of the pilot. Co-Chair Phillips made a motion to approve the pilot and Mr. Reed seconded the motion. The motion passed with a voice vote of members with Ms. Glow, Mr. Hallett, Mr. Hughes, Ms. Lewis, Co-Chair Milne, Co-Chair Phillips, Mr. Sullivan, Mr. Reed, and Ms. Wright voting in favor and Ms. Wetherington voting opposed.

Hearing no further comments, Co-Chair Milne moved to the next agenda item.

7. Data Landscape Evaluation

As part of Pathways Home and in alignment with community needs, the three CoCs have been working with the ICF team to complete an evaluation of the data used in the community and of the HMIS vendor. Chris Pitcher with ICF provided an overview of the Arizona Data Landscape Project Recommendations, including his findings.

They conducted a review of HMIS implementations through varied sources, including interviews and focus groups. Among the recommendations included: leveraging API technology, evaluating the effectiveness of the CE assessment tool, and considering a new HMIS software technology. Mr. Pitcher also detailed how DWEL will bring together multiple HMIS data sources for better understanding of homelessness statewide. Mr. Pitcher recommended changes to the HMIS architecture, HMIS Governance, system integration with other data, data augmentation, data analytics, and data literacy.

Mr. Pitcher's presentation may be found at this link.

Mr. Hughes asked if the Maricopa HMIS does not work or if it just needs improvements. Mr. Pitcher shared that HMIS works, but it needs to evolve from its 2014 original structure. This update will provide more flexibility with less inputting of data. Ms. Gentry shared that Solari, as the HMIS contractor for the CoC, does a lot of work outside of HMIS to answer questions. The by name list is one example. The vendor selection of WellSky has meant many other workarounds have had

to be implemented to answer other questions. A more flexible HMIS environment would help address this, too.

Hearing no further comments, Co-Chair Milne moved to the next agenda item.

8.   <u>Pathways Home Update</u>
For the sake of time, Ms. Gentry emailed members the information for this agenda item. The email contained an overview of the progress made on Pathways Home.

Ms. Gentry's presentation may be found at this <u>link.</u>

Hearing no further comments, Co-Chair Milne moved to the next agenda item.

9.   <u>Human Services Campus Neighborhood Engagement Effort Update</u>
Over the past several months, the City of Phoenix has been working around the Human Services Campus on the engagement efforts. Co-Chair Milne provided an overview of the work to date.

Ms. Milne described the efforts of the city and other partners around the Human Services Campus with as many as 700-1000 individuals called this area home. The City of Phoenix wanted to meet the needs of each of those individuals while also following the rules of current court orders. They used a block-by-block approach, closing each block to camping as it was cleared, offering every individual shelter. Having dignified and compassionate conversations with each individual was a core value of the work. In total, 82% accepted either indoor shelter or other services.

She also described the details of the safe outdoor space and how this will provide additional resources for those experiencing homelessness. Heat and cold respite, food services, and more will be provided at this site.

Co-Chair Milne's presentation may be found at this <u>link</u>.

Mr. Hughes asked what the ramifications of the city's budget would be. Co-Chair Milne said that as temporary units close, permanent shelter will open. Although providing temporary housing does not end homelessness, it does provide individuals with a safe place to be sheltered.

Hearing no further comments, Co-Chair Milne moved to the next agenda item.

10. Requests for Future Agenda Items
    Co-Chair Milne asked Board members if they had any other action or discussion items for future meetings.

    Hearing no further comments, Co-Chair Milne moved to the next agenda item.

11. Board Roundtable
    Co-Chair Milne opened the floor for a roundtable of announcements, events, challenges that members would like to address, or opportunities to come together for a new idea.
    Ms. Williams asked if the word *camping* from Co-Chair Milne's presentation on agenda item nine is used intentionally. Co-Chair Milne shared that this was the language used in the Supreme Court order. This includes individuals using a tent or structure for sleeping.

    Co-Chair Milne shared that the next Board meeting will be dedicated to strategic planning.

    Adjournment
    There being no further business, Co-Chair Milne adjourned the Board meeting at 3:31 p.m.

MARICOPA
ASSOCIATION of
GOVERNMENTS

January 22, 2023

TO: Members of the Maricopa Regional Continuum of Care Board

FROM: Kelli Williams, Human Services Director

SUBJECT: <u>GOVERNANCE CHARTER CHANGES</u>

On January 1, the Continuum of Care shifted to have nine lateral Collaboratives that reported into the Board to create consistency and alignment across the Continuum of Care. As a result, the Governance Charter has been updated to reflect these changes throughout the Governance Charter.

In addition, the Charter includes the addition of the Co-Chair job description in the appendix as well as clarification for members of the Lived Experience Collaborative and Youth Action Collaborative that they must not be working while attending the meeting as these Collaboratives are paid.

For any other questions or comments, please contact Kelli Williams at kwilliams@azmag.gov.

More Than 50 Years of Serving the Region

City of Apache Junction ▲ Arizona Department of Transportation ▲ City of Avondale ▲ City of Buckeye ▲ Town of Carefree ▲ Town of Cave Creek ▲ City of Chandler ▲ City of El Mirage ▲ Town of Florence
Fort McDowell Yavapai Nation ▲ Town of Fountain Hills ▲ Town of Gila Bend ▲ Gila River Indian Community ▲ Town of Gilbert ▲ City of Glendale ▲ City of Goodyear ▲ Town of Guadalupe
City of Litchfield Park ▲ City of Maricopa ▲ Maricopa County ▲ City of Mesa ▲ Town of Paradise Valley ▲ City of Peoria ▲ City of Phoenix ▲ Pinal County ▲ Town of Queen Creek
Salt River Pima-Maricopa Indian Community ▲ City of Scottsdale ▲ City of Surprise ▲ City of Tempe ▲ City of Tolleson ▲ Town of Wickenburg ▲ Town of Youngtown

Maricopa Regional CoC
Governance Charter

2024

Maricopa Regional
Continuum of Care

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MARICOPA REGIONAL COC GOVERNANCE CHARTER

ADOPTED BY THE BOARD AUGUST 28, 2017

UPDATED BY THE BOARD JANUARY 29, 2024

THIS DOCUMENT SUPERSEDES ALL PREVIOUS VERSIONS AND DRAFTS OF THE MARICOPA REGIONAL CONTINUUM OF CARE'S GOVERNANCE CHARTER, OPERATING POLICIES AND PROCEDURES, AND STANDARDS OF EXCELLENCE.

Maricopa Regional
Continuum of Care

INTRODUCTION

Purpose and Background

This Charter identifies the goals, purpose, composition, responsibilities, and governance structure of the Maricopa Regional Continuum of Care (known to the U.S. Department of Housing and Urban Development (HUD) as the Phoenix/Mesa/Regional Continuum of Care).

The Maricopa Regional Continuum of Care ("CoC") has worked with a diverse array of partners to develop regional solutions to end homelessness. Each year, the expertise of the CoC, its member agencies, and community partners has resulted in more people being housed and supported in their quest for stability. Staffed by the Maricopa Association of Governments since 1999, the CoC has successfully competed in the national application for funding for housing and services; the amount of funding awarded to the CoC by HUD has increased over the years; and now supports more than 32 homeless assistance programs in 11 different agencies in the region. This HUD funding has been an important and consistent source of funding for the community.

The CoC-funded programs include permanent supportive housing for disabled persons, rapid re-housing, supportive services (including a Regional Coordinated Entry System), and the Homeless Management Information System (HMIS).

Based upon the HEARTH Act and ongoing input, the CoC continues to seek to adapt and respond to the community needs and new regulations. Responses continue to be identified and championed by talented partners throughout the region. Thanks to the dedication of the people involved, the Continuum of Care is positioned to continue making a difference in the lives of those who experience homelessness.

CoC Vision

Our vision is a region committed to antiracism, free of discrimination, where all people have a safe place to call home that supports their health, well-being, and livelihood.

CoC Mission

The mission of the Maricopa Regional Continuum of Care is to unite and ignite our communities to prevent and end homelessness.

Top 6 Values

- <u>Data Driven</u>: We use quality data to make decisions and drive results.
- <u>Solutions Focused</u>: We focus on solutions and deliver results with a sense of urgency.
- <u>Equitable Outcomes</u>: We provide person-centered services so each individual and household can end their homelessness with consideration of race, ethnicity, age, gender, sexual identity, disability, and life experiences.
- <u>Inclusive</u>: We cultivate an atmosphere of openness and incorporate people with lived experience to share their knowledge, wisdom and expertise.
- <u>Responsive</u>: We challenge the status quo and seize opportunities for innovation.
- <u>Excellence</u>: We are fully committed and accountable to excellence.

CoC Governance Structure

The CoC will have a Board, Collaboratives, and ad hoc stakeholder work groups established to accomplish the responsibilities of the Continuum of Care, as defined in the Interim Rule and available in the "Duties of the Continuum of Care" section below. The charter and governance structure will be reviewed every other year and updated as necessary (see below under Continuum of Care Board).
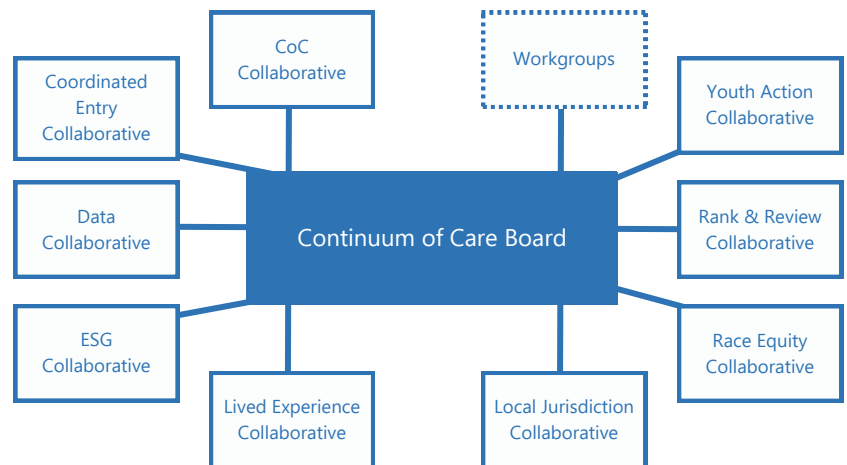
Considerations:

- The CoC Board and nine key lateral groups reporting to the Board are empowered to create their own workgroups to accomplish work, as needed, and address current community priorities. These workgroups will be time limited, goal driven, and data driven.
- MAG Continuum of Care staff needs to be made aware of and invited to workgroup meetings, especially if the discussion/work impacts the CoC housing and service system, to ensure continuity between the Continuum of Care Board, community, and MAG.

Duties of the CoC

Each HUD-funded CoC is governed by the [Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act](#) of 2009, as well as the implementing regulations set forth in the CoC Program Interim Rule. The Continuum of Care will ensure it meets all aspects of HEARTH Act compliance, as well as its duties under the Interim Rule including operating the Continuum of Care, designating an HMIS Lead for the Continuum of Care, and planning for the Continuum of Care.

CONTINUUM OF CARE BOARD

02

Overview and Relationship to the Region

Through the infrastructure of the Continuum of Care including providers, individuals with lived experience, and subject matter experts, the Continuum of Care Board determines policy and makes decisions within the homeless response system for providers and agencies connected to the Continuum of Care.

The Continuum of Care Board plans for the region, convenes diverse stakeholders that address and are impacted by homelessness, and makes regional policy recommendations to local leaders. We stand ready to lean in, support, and provide expertise to local efforts addressing homelessness.

Meetings, Participation, and Conduct

Meetings

The CoC Board is expected to meet monthly. The CoC Board will follow open meeting rules and the Collaborative Applicant will give notice of each meeting at least 72 hours prior to the meeting. Formal meeting agendas and materials will be developed by the Collaborative Applicant with input from the co-Chairs and will be posted on the Collaborative Applicant's website. Each agenda will include an opportunity to request future agenda items.

Quorum

The CoC Board will operate under open meeting law quorum rules. A number equal to a simple majority of the representatives serving on the CoC Board shall constitute a quorum for the purpose of taking action on any business at a CoC Board meeting. Action cannot be taken on any item if there is no quorum present and voting will not occur in such case. Informational items on the agenda may be heard but not discussed.

Meeting Minutes

Proceedings of the CoC Board meetings are documented concisely in minutes and posted on the Collaborative Applicant's website at www.azmag.gov.

Participation

CoC Board members are expected to attend CoC Board meetings in person or by phone. After three consecutive absences by a particular Board member, the CoC Board shall consider that member's seat vacated. After two consecutive absences, the Co-Chairs or Collaborative Applicant will notify the Board member of a pending violation of this policy. The notification will request a response from the member stating her/his/their interest in continuing to serve on the CoC Board and inform the member that if he/she/they does not attend the next scheduled meeting, the seat will be considered vacated.

Code of Conduct

A CoC Board member must disclose personal, professional, and business relationships when making decisions and taking action on items. If there is a conflict of interest, the member must recuse herself/himself/them self from voting on or taking action on that item. Each Board member signs a conflict of interest statement to acknowledge this rule.

Membership

The CoC Board membership will be developed and implemented in compliance with requirements from the U.S. Department of Housing and Urban Development (HUD), as defined in the Interim Rule. There are three required elements: definition of membership structure, selection of members, and ongoing analysis and refinement of membership.

Membership Structure

There will be a minimum of 9 and maximum of 18 Board members at any time, led by 2 Co-Chairs. Certain categories (set forth below) must be satisfied. Membership on the CoC Board pertains to the agency and not the individual.

Required Board Membership Categories:

- **Formerly or Currently Homeless Representative:** An individual who was at one point experienced, or is currently experiencing, homelessness.
- **Youth Formerly or Currently Homeless Representative:** An individual who was at one point experienced, or is currently experiencing, homelessness and is between the ages of 18 and 24.
- **Emergency Solutions Grants (ESG) Program Recipient's Agency Representative:** HUD defines ESG recipients as state governments, metropolitan cities, urban counties, and U.S. territories that receive ESG funds from HUD and make these funds available to eligible sub recipients, either local government agencies or private nonprofit organizations.
- **Policy/Advocacy Representative:** Individual(s) who represent local government, county or state agency, AHCCCS, advocacy or policy-making group, member of the MAG Regional Domestic Violence Council, or other local policy/advocacy group recommended by the Continuum of Care.
- **Geographic Specific Municipality/Regional Government Representative:** Individual(s) who represent local or regional government. There is one seat designated for each area: West Valley, Central, East Valley, and Regional Government.
    - West Valley: Individual must represent a local government from the West Valley which includes Avondale, Buckeye, El Mirage, Gila Bend, Glendale, Goodyear, Litchfield Park, Peoria, Surprise, Tolleson, Wickenburg, and Youngtown.
    - East Valley: Individual must represent a local government from the East Valley which includes Apache Junction, Carefree, Cave Creek, Chandler, Florence, Fountain Hills, Gilbert, Guadalupe, Maricopa, Mesa, Paradise Valley, Queen Creek, Scottsdale, and Tempe.
    - Central: Individual must represent a local government from the Central area. To

better coordinate across the region, the representative will be aware of work happening in both the West and East Valley.

o Regional Government: Individual must represent a regional government that covers all of Maricopa County.

<u>Selection Process for West and East Valley</u>

1. When the geographic specific municipality seat becomes open on the Continuum of Care Board either because of vacancy or term expiration, the Local Jurisdiction Collaborative representatives from that geographic area will set a meeting to discuss the opening.
2. Upon meeting, the Local Jurisdiction Collaborative representatives that are interested in the Board will express interest during the meeting.
3. The Local Jurisdiction Collaborative representatives will discuss with those who are interested.
4. A Local Jurisdiction Collaborative representative will nominate an interested member.
5. The Local Jurisdiction Collaborative will take a vote to nominate an interested member.
6. After nomination, the representative selected will submit an application to the Board during the next applicable recruitment.

- **Funder Representative:** Individual(s) who represent local government, state agency, federal agency, foundation or other entity that funds homeless services programs.
- **Community Seat:** Individual(s) that represent the public housing authorities, businesses, faith-based organizations, jails, hospitals, universities, neighborhood groups, or other entities that are impacted by or interact with people experiencing homelessness. This may include victim service providers, school districts, mental health agencies, affordable housing developers, law enforcement, organizations that serve veterans, local child welfare representative or other community seats as recommended by the Continuum of Care.
  - o Business representative
  - o Justice system representative
  - o Health care, physical, and behavioral health
  - o Domestic Violence system representative
  - o Faith-based representative
  - o Veteran system representative
- **CoC-Funded Provider Representative:** An agency that operates a Continuum of Care Program funded homeless assistance program. The CoC-funded provider seats should represent one or more of the following homeless subpopulations:
  - o Single individuals
  - o Families with children
  - o Veterans
  - o Persons who are chronically homeless
  - o Persons with HIV/AIDS
  - o Unaccompanied youth

o   Persons with behavioral health issues
o   Persons who are victims of domestic violence

Members of the Board will include:

- **Geographic Representation:** The Board will select members based on proposed contribution to the Board weighing geographic representation. The Board will have at least one member representing each area (West, Central, and East).
- **Racial and Ethnic Diversity:** The Board will select members based on proposed contribution to the Board weighing racial and ethnic equity. The Board will have at least one member representing the racial and ethnic diversity present in the homeless service system.
- **LGBTQIA+ and Underrepresentation:** The Board will select members based on proposed contribution to the Board weighing underrepresented groups. The Board will have at least one member representing LGBTQIA+ and other underrepresented populations.

The requisite numbers of members for each category are as followed:

Category	Required Number of Board Seats	Maximum Number of Board Seats
Formerly Homeless Representative	1	N/A
Youth Formerly Homeless Representative	1	N/A
ESG Recipient's Agency Representative	1	4*
Policy/Advocacy Representative	1	2
CoC Funded Provider Representative	1	3
Geographic Specific Municipality / Regional Government		
- West	1	1
- Central	1	1
- East	1	1
- Regional Government	1	1
Funder	1	3
Community Seat	1	4

*ESG recipient agency is filled through the geographic
specific municipality / regional government seat.

Members are elected for a term of three years. Members may choose to reapply after their term has expired. In cases of vacancies in the middle of a term, the new member filling the vacant position will be elected to a new three-year term and will not be held to the remaining term of the vacant position. If a member changes employment, the seat will be considered vacant.

Membership Selection
The process to select the CoC Board membership will be transparent, inclusive, and democratic in

nature. The CoC Board member selection process will include consideration of geographic balance, representation of homeless subpopulations, knowledge of the issues pertaining to the Continuum of Care and/or persons experiencing homelessness in the region, and current make-up of the Board.

Annually, the Board will open up membership. To solicit new Board members, an invitation will be extended by the Collaborative Applicant to the CoC Collaborative stakeholders requesting potential members to submit a resume and application. The Collaborative Applicant will prepare a list of people who submitted applications with the category(ies) they represent to the Membership Workgroup. The Membership Workgroup will review the list, resumes, and applications and make recommendations to the CoC Board for membership. The CoC Board will review recommendations and vote to fill vacancies on the Board. Members cannot vote for themselves. The CoC Board will base the decision on ensuring diverse representation on the Board in compliance with the Interim Rule and local priorities.

If membership falls below 9 or when a vacancy occurs resulting in less than the required number of Board seats in any given category, a request for candidates will follow the same process and resumes and applications will be requested.

Ongoing Analysis of Membership
The CoC Board will review its membership every year in accordance with HUD regulations and to make adjustments as needed to comply with federal and local policies. Changes can be made to the composition of the CoC Board membership if determined necessary to comply with HUD regulations or to meet the goals of the CoC.

Board Co-Chairs
The Board will be led by two Co-Chairs, representing different categories who will serve two-year staggered terms. The Collaborative Applicant will solicit letters of interest from the CoC Board membership to fill a Co-Chair position when a vacancy occurs. The Collaborative Applicant will provide a list of the names and the categories they represent to the CoC Board with the letters of interest. The CoC Board will vote on recommendations for the Co-Chair, to fill the vacancy. Strong consideration will be given to those candidates who have demonstrated ongoing, active engagement in the Continuum of Care. See full job description in Appendix A.

Primary Roles and Responsibilities
The CoC Board's roles and responsibilities include, but are not limited to:

1. Make strategic planning and policy decisions for CoC-funded providers and agencies.
2. Set strategic priorities for the region and make regional policy recommendations to local leaders, Regional Council, state leaders, and additional partners.
3. Promote understanding in the community and educate elected officials, agency heads, and community leaders regarding policies and actions to prevent and end homelessness.

4. Convene diverse stakeholders that address and are impacted by homelessness.
5. Provide critical, informed feedback to the greater context on the impact of policies, procedures, and efforts to prevent and end homelessness.
6. Develop and implement an annual strategic plan.
7. Hold regular meetings.
8. Adopt a process to select Board members and select new members.
9. Establish Collaboratives and workgroups that are time limited, goal driven, and data driven.
10. Designate a single Homeless Management Information System (HMIS) for the geographical area and HMIS Lead to oversee HMIS.
11. Develop, follow, annually review, and update a governance charter in consultation with Collaborative Applicant staff to ensure it remains consistent with the objectives and responsibilities of the CoC in accordance with the HEARTH Act and HUD regulations.
12. Respond to the HUD Continuum of Care Program Notice of Funding Opportunity (NOFO) by reviewing and approving the CoC's process and final submission of applications.
13. Recognize accomplishments, provide support to, and take appropriate action on the performance of agencies and organizations in the CoC.

COLLABORATIVE APPLICANT (MAG)

03

Overview and Relationship to CoC

The Maricopa Association of Governments (MAG) is the Collaborative Applicant for the Maricopa Regional Continuum of Care. As the Collaborative Applicant, MAG is the recipient of the planning grant from HUD to carry out planning activities and staffing of the CoC. MAG is empowered to create ad-hoc working groups to achieve its purpose and goals.

Primary Roles and Responsibilities

As the Collaborative Applicant, MAG's roles and responsibilities include, but are not limited to:

1. Coordinate a housing and service system.
2. Conduct an annual gaps analysis of the homeless needs and services available within the geographic area.
3. Design, operate, and follow a collaborative process for the development of a collaborative application and seek approval of the submission of the application in response to HUD's annual CoC Program Competition for funding (CoC NOFO).
4. Consult with HUD-funded recipients and sub recipients to establish performance standards and goals.
5. Monitor performance and evaluate outcomes of HUD-funded projects.
6. Provide information required to complete the Consolidated Plan(s) within the CoC's geographic area.
7. Consult with State and local government ESG program recipients on the plan for allocating ESG program funds, reporting on and evaluating the performance of ESG program recipients, and measuring community wide goals and performance measures in partnership with the ESG Collaborative.
8. Coordinate the review of the governance charter on an annual basis.
9. Establish priorities for CoC funded projects, including but not limited to development and use of objective scoring criteria, and seek CoC Board approval of those priorities.
10. Provide technical assistance to lower scoring CoC-funded projects.
11. Staff, facilitate, and participate in CoC meetings of the Board and Collaboratives including preparing agendas, minutes, meeting materials, and communications. Staff, facilitate, and participate in workgroups (when necessary).
12. Onboard and introduce new Board and Collaborative members. Onboard new co-chairs for the Board and Collaboratives.
13. Plan for and conduct (in collaboration with community volunteers), at least biennially, a Point-in-Time count of homeless persons within the CoC's geographic area that meets HUD's requirements.
14. Communicate CoC-funded program performance to the CoC Board to recognize accomplishments, provide support to, and carry out action taken by Board relating to the performance of CoC-funded projects.
15. Complete activities defined in the CoC Planning Grant, as approved by HUD.
16. Work collaboratively with other community stakeholders toward ending homelessness throughout the Region.

CONTINUUM OF CARE COLLABORATIVE

04

Overview and Relationship to CoC

The Continuum of Care Collaborative is a collaborative of cross-sector stakeholders providing housing and services to people experiencing homelessness in Maricopa County. The purpose of the Collaborative is to leverage relationships and diverse expertise to actively advance the broad community goals of preventing and ending homelessness throughout the region. The Collaborative will provide input and recommendations to the Continuum of Care Board and communicate to the community.

The Collaborative will prioritize the following work within the Continuum of Care:

1. Continuously improve program and system quality.
2. Promote education and training opportunities.
3. Inform community planning efforts and decision-making.
4. Foster communication and collaboration.

Meetings, Participation, and Conduct

Meetings
The CoC Collaborative is expected to meet monthly. Agendas and notes are developed by the Collaborative Applicant with input from the CoC Collaborative Co-Chairs and available upon request. Each meeting agenda will include an opportunity to request future agenda items.

Participation
CoC Collaborative members are expected to attend CoC Collaborative meetings. After three consecutive absences, the CoC Collaborative shall consider the seat vacated. After two consecutive absences, the Co-Chairs or Collaborative Applicant will notify the member of a pending violation of this policy. The notification will request a response from the member stating her/his/their interest in continuing to serve on the CoC Collaborative and inform the member that if he/she/they does not attend the next scheduled meeting, the seat will be considered vacant. A member may send a representative to act as her/his/their designated proxy. If the member is represented by a proxy, the member is considered "present" for that meeting.

CoC Collaborative member organizations are required to serve on at least one Collaborative or workgroup. The Collaborative/work group may be either a Collaborative/workgroup staffed by the Collaborative Applicant or an established CoC Collaborative/workgroup staffed by another representative **and** among the Collaboratives/workgroups acknowledged and of interest to the CoC Collaborative. Meeting sign in sheets will be collected and a matrix of attendance established and reviewed by the CoC Collaborative.

Code of Conduct
A CoC Collaborative member must disclose personal, professional, and business relationships when

making decisions and taking action on items. If there is a conflict of interest, the member must recuse herself/himself/them self from voting on or taking action on that item. Each Collaborative member signs a conflict of interest statement to acknowledge this rule.

Membership

Membership Structure
CoC Collaborative membership may include representation for all the categories required by HUD, which are set forth below. One member may represent more than one category. Membership on the CoC Collaborative pertains to the agency and not the individual.

Each of the following categories may be filled by these "relevant organizations" (24 CFR, Subpart B, 578.5):

- Nonprofit homeless assistance providers
- Victim service providers
- Faith-based organizations
- Governments
- Businesses
- Advocates
- Public housing agencies
- School districts
- Social service providers
- Mental health agencies
- Hospitals
- Universities
- Affordable housing developers
- Law enforcement
- Organizations that serve veterans
- Homeless and/or formerly homeless individuals

Members of the Collaborative will include:
- **Geographic Representation:** The Collaborative will select members based on proposed contribution to the Collaborative weighing geographic representation. The Collaborative will have at least one member representing each area (West, Central, and East).
- **Racial and Ethnic Diversity:** The Collaborative will select members based on proposed contribution to the Collaborative weighing racial and ethnic equity. The Collaborative will have at least one member representing the racial and ethnic diversity present in the homeless service system.
- **LGBTQIA+ and Underrepresentation:** The Collaborative will select members based on proposed contribution to the Collaborative weighing underrepresented groups. The Collaborative will have at least one member representing LGBTQIA+ and other underrepresented populations.

For members representing HUD CoC program-funded agencies, the agency Executive Director/Chief Executive Officer (ED/CEO) will designate the representative and may change representatives as necessary. The ED/CEO will forward the name of the designated representative to the Collaborative Applicant. An email will be sent from the Collaborative Applicant to the agency ED/CEO annually, in January, soliciting a response from the ED/CEO to either maintain their current representative or appoint a new one. If the HUD CoC-program funded agency representative does not attend meetings in accordance with the policy described in the

"Maintaining CoC Collaborative Membership" section below or leaves the agency they represent, the Chair or Collaborative Applicant will inquire with the ED/CEO about designating a new representative, without awaiting the new recruitment period.

For members representing the community and/or non-HUD CoC Program-funded agencies, members are elected for a term of three years. Members may choose to reapply after their term has expired. In cases of vacancies in the middle of a term, the new member filling the vacant position will be elected to a new three-year term and will not be held to the remaining term of the vacant position. If a member changes employment, the seat will be considered vacant.
Seats filled by HUD CoC program-funded agencies whose funding is discontinued, may continue serving through the end of that year in which their funding ends.

Membership Selection
Annually, the Collaborative will open up membership. To solicit new Collaborative members, an invitation will be extended by the Collaborative Applicant to stakeholders requesting potential members to submit a resume and application. Notification of vacancies for community members will be solicited through the MAG website, the CoC email distribution list, and announcements at CoC Collaborative and CoC Board meetings. The Collaborative Applicant will prepare a list of people who submitted applications with the category(ies) they represent to the Membership Workgroup. The Membership Workgroup will review the list, resumes, and applications and make recommendations to the CoC Collaborative for membership. The CoC Collaborative will review recommendations and vote to fill vacancies on the Collaborative. Members cannot vote for themselves. The CoC Collaborative will base the decision on ensuring diverse representation on the Collaborative.

Ongoing Analysis of Membership
The CoC Collaborative will review its membership every year in accordance with HUD regulations and make adjustments as needed to comply with federal and local policies. Changes may be made to the composition of the CoC Collaborative membership if determined necessary to comply with HUD regulations or to meet the goals of the CoC.

Collaborative Co-Chairs

The Collaborative will be led by two Co-Chairs, representing different categories who will serve two-year staggered terms. The Collaborative Applicant will solicit letters of interest from the CoC Collaborative membership to fill a Co-Chair position when a vacancy occurs. The Collaborative Applicant will provide a list of the names and the categories they represent to the CoC Collaborative with the letters of interest. The CoC Collaborative will vote on recommendations for the Co-Chair, to fill the vacancy. Strong consideration will be given to those candidates who have demonstrated ongoing, active engagement in the Continuum of Care. See full job description in Appendix A.

Primary Roles and Responsibilities

Roles and responsibilities of the CoC Collaborative include:

1. Review, revise and recommend approval of the community best practices and provide input on their formal use annually to the CoC Board.
2. Review and provide feedback to CoC Board on the coordination of the housing and service system.
3. Contribute content and feedback to the Regional Action Plan to end homelessness.
4. Assist the CoC Board in implementing the CoC Board Strategic Plan.
5. Support the HMIS Lead to encourage community providers to participate in HMIS and to implement the HMIS Data Quality Plan and Data Privacy Plan for all HMIS uses.
6. Support transparency of HMIS and non-HMIS data for community research, evaluation, and dissemination purposes and provide opportunities for peer review in alignment with HMIS Data Privacy Plan.
7. Review the System Performance Measures and provide feedback to providers. Implement best practices across the housing and service system.
8. Review and provide feedback to the Data Collaborative on the System Flow Dashboard.
9. Review, revise, and recommend changes on evaluation tools, including the CoC program performance scorecard, for CoC performance evaluation to the CoC Board.
10. Serve as a resource to Collaborative Applicant staff when completing the annual application to HUD.
11. Review, revise, and recommend changes the Board on the ESG and CoC standards for administering assistance. These standards will follow all requirements set forth by HUD.
12. Create ad-hoc working groups to achieve its purpose and goals as needed that are time limited, goal driven, and data driven.
13. Support communication across working groups, Collaboratives, and all CoC entities established for the purpose of carrying out the roles and responsibilities of the Collaborative.

COORDINATED ENTRY COLLABORATIVE

05

Overview and Relationship to CoC

The Coordinated Entry Collaborative (CEC) provides input and makes recommendations to the Continuum of Care Board on principles, guidelines, policies, and operations for the Coordinated Entry System.

Meetings, Participation, and Conduct

Meetings
The CEC is expected to meet monthly. Agendas and notes are developed by the Collaborative Applicant with input from the CEC Co-Chairs and available upon request. Each meeting agenda will include an opportunity to request future agenda items.

Participation
The CEC has a robust workload and requires members to be active and engaged participants. After three consecutive absences, the CEC shall consider the seat vacated. After two consecutive absences, the Co-Chairs or Collaborative Applicant will notify the member of a pending violation of this policy. The notification will request a response from the member stating her/his/their interest in continuing to serve on the CEC and inform the member that if he/she/they does not attend the next scheduled meeting, the seat will be considered vacant. Proxy member participation is not applicable to the CEC with the exception of the CE Leads and HMIS Representative who may be represented by whomever the Executive Director of the grantee agency designates to attend.

Code of Conduct
A CEC member must disclose personal, professional, and business relationships when making decisions and taking action on items. If there is a conflict of interest, the member must recuse herself/himself/them self from voting on or taking action on that item. Each CEC member signs a conflict of interest statement to acknowledge this rule.

Membership Policy

Membership Structure
CEC Membership should be at least 9 seats with no more than 15 seats at any given time. Representatives of approved Coordinated Entry Systems will serve on CEC as voting members and will recuse themselves from voting and discussion on grievance and evaluation matters, when the matter is directly related to the members organization.

Recommended CEC Membership categories:

Category	Number of Seats (Maximum)
Community Resource and Referral Center Representative (Phoenix VA)	1
Regional Behavioral Health Authority Representative	1
Domestic Violence Provider Representative	1
Funder Representative	1
Youth Provider Representative	1
Families Provider Representative	1
Singles Provider Representative	1
HMIS Representative	1
CoC Board Member	1
Jails Representative	1
Access Point Representative	1
Coordinated Entry Leads	2
ESG Recipient	1
Person with Lived Experience	1

Members of the CEC will include:
- **Geographic Representation:** The CEC will select members based on proposed contribution to the CEC weighing geographic representation. The CEC will have at least one member representing each area (West, Central, and East).
- **Racial and Ethnic Diversity:** The CEC will select members based on proposed contribution to the CEC weighing racial and ethnic equity. The CEC will have at least one member representing the racial and ethnic diversity present in the homeless service system.
- **LGBTQIA+ and Underrepresentation:** The CEC will select members based on proposed contribution to the CEC weighing underrepresented groups. The CEC will have at least one member representing LGBTQIA+ and other underrepresented populations.

CEC members will serve three year term limits, with the exception of the Coordinated Entry Leads, the HMIS Representative, and the CoC Board member. Members may reapply for their seats.

Membership Selection
An organization may only have one representative on the CEC. If a member changes employment for an employer that does not serve the stakeholder group the member was chosen to represent, the seat will be considered vacant.

Annually, the Coordinated Entry Collaborative will open up membership. To solicit new CEC members, an invitation will be extended by the Collaborative Applicant to stakeholders requesting potential members to submit a resume and application. Notification of vacancies for community

members will be solicited through the MAG website, the CoC email distribution list, and announcements at CoC Collaborative and CoC Board meetings. The Collaborative Applicant will prepare a list of people who submitted applications with the category(ies) they represent to the Membership Workgroup. The Membership Workgroup will review the list, resumes, and applications and make recommendations to the CEC for membership. The CEC will review recommendations and vote to fill vacancies on the Collaborative. Members cannot vote for themselves. The CEC will base the decision on ensuring diverse representation on the Collaborative.

If membership falls below 9 outside of the identified solicitation of new members, the Collaborative will send out a request for members in collaboration with the Collaborative Applicant.

CEC Co-Chairs

The Collaborative will be led by two Co-Chairs, representing different categories who will serve two-year staggered terms. The Collaborative Applicant will solicit letters of interest from the CEC membership to fill a Co-Chair position when a vacancy occurs. The Collaborative Applicant will provide a list of the names and the categories they represent to the CEC with the letters of interest. The CEC will vote on recommendations for the Co-Chair, to fill the vacancy. Strong consideration will be given to those candidates who have demonstrated ongoing, active engagement in the Continuum of Care. See full job description in Appendix A.

Roles and Responsibilities

1. Establish, and recommend to the CoC Board, written standards for determining standard prioritization criteria for individuals and families.
2. Recommend prioritization principles and guidelines for the Coordinated Entry System.
3. Collaborate and problem solve with other systems of care, such as veterans, justice system, healthcare / behavioral health (including substance abuse), and domestic violence system to promote access and integration with the Coordinated Entry system.
4. Identify, review and share data on Coordinated Entry in order to recommend policy changes and system improvements. Ensure opportunities to consistently review data.
5. Provide feedback to the Collaborative Applicant staff on monitoring and evaluation of the Coordinated Entry System.
6. Recommend guiding principles to the Board for the Coordinated Entry system.
7. Consult with Collaborative Applicant staff on identified areas that need improvement within the current system.
8. Review and make recommendations regarding funding needs of the Coordinated Entry System to the Board. Review annual NOFO applications as a support to the Rank and Review Collaborative.
9. Serve as a resource for the MRCoC for problem-solving and/or formal grievances regarding the Coordinated Entry System.
10. Assist in the development of operations flow charts for community distribution.
11. Create ad-hoc working groups to achieve its purpose and goals as needed that are time

limited, goal driven, and data driven.

12. Support communication across working groups, Collaboratives, and all CoC entities established for the purpose of carrying out the roles and responsibilities of the Collaborative.

DATA COLLABORATIVE

06

Overview and Relationship to CoC

The CoC Data Collaborative (DC) provides input and makes recommendations to the CoC Board on policies related to HMIS. The objectives of the DC are to:

- Support the collaborative applicant and the CoC in community data governance by providing HMIS oversight and drafting community data policies and procedures.
- Ensure data is an asset by ensuring the quality and availability of data and that it is used in performance evaluation, strategic planning, and CoC decisions. Encourage the use of accurate information with appropriate context in communications with the wider public.
- Ensure community values and mission are imbedded in how data is collected, shared, and used, including equity and client voice.

Meetings, Participation, and Conduct

Meetings
The DC is expected to meet monthly. Agendas and notes are developed by the Collaborative Applicant with input from the DC Co-Chairs and available upon request. Each meeting agenda will include an opportunity to request future agenda items.

Participation
The DC has a robust workload and requires members to be active and engaged participants. After three consecutive absences, the DC shall consider the seat vacated. After two consecutive absences, the Co-Chairs or Collaborative Applicant will notify the member of a pending violation of this policy. The notification will request a response from the member stating her/his/their interest in continuing to serve on the DC and inform the member that if he/she/they does not attend the next scheduled meeting, the seat will be considered vacant. Proxy member participation is not applicable to the DC with the exception of the HMIS Representative who may be represented by whomever the Executive Director of the grantee agency designates to attend.

Code of Conduct
A DC member must disclose personal, professional, and business relationships when making decisions and taking action on items. If there is a conflict of interest, the member must recuse herself/himself/them self from voting on or taking action on that item. Each DC member signs a conflict of interest statement to acknowledge this rule.

Membership Policy

Membership Structure
DC Membership should be at least 8 seats with no more than 15 at any given time. A representative of the HMIS Lead Agency will serve on the DC as a non-voting member.

Recommended DC membership includes:

Category	Number of Seats
ESG Recipient Agency	1
CoC-funded Provider Representative	1-4
Community Member (with data/evaluation experience)	1-2
Funder	1
CoC or Community Stakeholder with HMIS background	1-3
CES Provider Representative	1-2
HMIS Lead Agency Representative	1
Person with Lived Experience	1

Members of the DC will include:
- **Geographic Representation:** The DC will select members based on proposed contribution to the DC weighing geographic representation. The DC will have at least one member representing each area (West, Central, and East).
- **Racial and Ethnic Diversity:** The DC will select members based on proposed contribution to the DC weighing racial and ethnic equity. The DC will have at least one member representing the racial and ethnic diversity present in the homeless service system.
- **LGBTQIA+ and Underrepresentation:** The DC will select members based on proposed contribution to the DC weighing underrepresented groups. The DC will have at least one member representing LGBTQIA+ and other underrepresented populations.

DC members will serve three year term limits, with the exception of the HMIS representative. Members may reapply for their seats.

Membership Selection
An organization may only have one representative on the DC. If a member changes employment for an employer that does not serve the stakeholder group the member was chosen to represent, the seat will be considered vacant.

Annually, the Data Collaborative will open up membership. To solicit new DC members, an invitation will be extended by the Collaborative Applicant to stakeholders requesting potential members to submit a resume and application. Notification of vacancies for community members will be solicited through the MAG website, the CoC email distribution list, and announcements at CoC Collaborative and CoC Board meetings. The Collaborative Applicant will prepare a list of people who submitted applications with the category(ies) they represent to the Membership Workgroup. The Membership Workgroup will review the list, resumes, and applications and make recommendations to the DC for membership. The DC will review recommendations and vote to fill vacancies on the Collaborative. Members cannot vote for themselves. The DC will base the decision on ensuring diverse representation on the Collaborative.

If membership falls below 8 outside of the identified solicitation of new members, the Collaborative will send out a request for members in collaboration with the Collaborative Applicant.

DC Co-Chairs

The Collaborative will be led by two Co-Chairs, representing different categories who will serve two-year staggered terms. The Collaborative Applicant will solicit letters of interest from the DC membership to fill a Co-Chair position when a vacancy occurs. The Collaborative Applicant will provide a list of the names and the categories they represent to the DC with the letters of interest. The DC will vote on recommendations for the Co-Chair, to fill the vacancy. Strong consideration will be given to those candidates who have demonstrated ongoing, active engagement in the Continuum of Care. See full job description in Appendix A.

Roles and Responsibilities

1. Ensure programmatic areas are feasibly measured using HMIS for project level data dashboards.
2. Review, revise and recommend approval of a privacy plan, security plan and data quality plan for HMIS.
3. Review, revise and recommend approval of the Release of Information and Privacy Notice.
4. Review and recommend HMIS policies and procedures including a system-wide data sharing policy.
5. Review and recommend non-HMIS data policies and procedures including system-wide data sharing policy and template.
6. Encourage and support data transparency for peer review purposes.
7. Establish common definitions for data elements (example, entry and exit).
8. Review and provide feedback of the System Flow Dashboard synthesis prior to presentation to the Board.
9. Review and provide feedback of additional data relevant to the homelessness response system prior to presentation to the Board.
10. Review HMIS reports submitted to US Department of Housing and Urban Development (HUD) such as the Point in Time Count, Housing Inventory Count, System Performance Measures, and Longitudinal Systems Analysis (LSA).
11. Provide feedback on the HMIS evaluation tool.
12. Support the technical assistance plan developed by the Collaborative Applicant for lower scoring projects related to data.
13. Provide input into gaps analysis.
14. Provide feedback to the Collaborative Applicant staff on the feasibility of scorecard metrics.
15. Create ad-hoc working groups to achieve its purpose and goals as needed that are time limited, goal driven, and data driven.
16. Support communication across working groups, Collaboratives, and all CoC entities established for the purpose of carrying out the roles and responsibilities of the Collaborative.

EMERGENCY SOLUTIONS GRANTS (ESG) COLLABORATIVE

07

Overview and Relationship to CoC

The ESG Collaborative provides input and makes recommendations to the Continuum of Care Board to foster collaboration and coordination for the homeless services system and partners with the CoC to comply with the requirements set forth in 24 CFR Subpart "Establishing and Operating a Continuum of Care" of the Interim Final Rule, responsibilities outlined in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, and HUD Notice of Funding Availability Requirements.

Meetings, Participation, and Conduct

Meetings

The ESG Collaborative meets monthly. Agendas and notes are developed by the Collaborative Applicant with input from the ESG Co-Chairs and available upon request. Each meeting agenda will include an opportunity to request future agenda items.

Participation

The ESG Collaborative has a robust workload and requires members to be active and engaged participants. After three consecutive absences, the ESG Collaborative shall consider the seat vacated. After two consecutive absences, the Co-Chairs or Collaborative Applicant will notify the member of a pending violation of this policy. The notification will request a response from the member stating her/his/their interest in continuing to serve on the ESG Collaborative and inform the member that if he/she/they does not attend the next scheduled meeting, the seat will be considered vacant. If the ESG representative does not attend meetings in accordance with the policy described or leaves the agency they represent, the Chair or Collaborative Applicant will inquire with the jurisdiction about designating a new representative.

Code of Conduct

An ESG member must disclose personal, professional, and business relationships when making decisions and taking action on items. If there is a conflict of interest, the member must recuse herself/himself/them self from voting on or taking action on that item. Each ESG Collaborative member signs a conflict of interest statement to acknowledge this rule.

Membership Policy

Membership Structure

ESG Membership consists of recipients of Emergency Solutions Grants funds in the region. Six ESG recipients: State of Arizona, Maricopa County, City of Glendale, City of Mesa, City of Phoenix, and the City of Tempe will have representation on the Collaborative (24 CFR, Subpart B, 578.5). In addition, the Collaborative may include other funders in the region to align resources for services for individuals and families experiencing homelessness.

Roles and Responsibilities

1. Provide input on the CoC's responsibility to "evaluate the outcomes of projects funded under the Emergency Solutions Grants program and the Continuum of Care program and report to HUD".
2. Work with the CoC "to determine local ESG funding decisions and how the CoC assists in the development of performance standards and evaluation of outcomes for ESG-funded activities".
3. Leverage shared learning and standardization to improve implementation of ESG locally.
4. Consult on the operation of the centralized or coordinated assessment system including the needs of families and individuals fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking but who are seeking shelter or services from non-victim service providers.
5. Consult on policies and procedures for "determining and prioritizing which eligible individuals and families will receive transitional housing assistance".
6. Consult on policies and procedures for "determining and prioritizing which eligible individuals and families will receive rapid rehousing assistance".
7. Consult on policies and procedures for "determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance".
8. Consult and consistently follow standards for "determining what percentage or amount of rent each program participant must pay while receiving rapid rehousing assistance".
9. Create ad-hoc working groups to achieve its purpose and goals as needed that are time limited, goal driven, and data driven.
10. Support communication across working groups, Collaboratives, and all CoC entities established for the purpose of carrying out the roles and responsibilities of the Collaborative.
11. Understand the inventory of ESG funded projects in the region and review the Housing Inventory Chart.

(The language in quotes was copied from the Interim Rule, 24 CRF Part 578.)

LIVED EXPERIENCE COLLABORATIVE

08

Overview and Relationship to CoC

The Lived Experience Collaborative provides input and makes recommendations to the Continuum of Care Board on how principles and guidelines for the Continuum of Care affects individuals experiencing homelessness.

Meetings, Participation, and Conduct

Meetings

The LEC meets monthly. Agendas and notes are developed by the Collaborative Applicant with input from the LEC Co-Chairs and available upon request. Each meeting agenda will include an opportunity to request future agenda items.

Participation

The LEC has a robust workload and requires members to be active and engaged participants. After three consecutive absences, the LEC shall consider the seat vacated. After two consecutive absences, the Co-Chairs or Collaborative Applicant will notify the member of a pending violation of this policy. The notification will request a response from the member stating her/his/their interest in continuing to serve on the LEC and inform the member that if he/she/they does not attend the next scheduled meeting, the seat will be considered vacant.

Code of Conduct

A LEC member must disclose personal, professional, and business relationships when making decisions and taking action on items. If there is a conflict of interest, the member must recuse herself/himself/them self from voting on or taking action on that item. Each LEC member signs a conflict of interest statement to acknowledge this rule.

If an LEC member works in the homelessness or housing field, they are expected to be representatives of those with lived experience and not their agency. Because of this, LEC members should be attending meetings when they are not working at their agency, either taking a break during the meeting time or being out of the office.

Membership Policy

Membership Structure

LEC Membership should be at least 7 seats with no more than 13 seats at any given time.

Recommended LEC Membership categories:

Category	Number of Seats
Single Representative	1
Family Representative	1
Youth Representative	1

| Formerly Homeless | 1 |
| Currently Experiencing Homelessness | 1 |

Members of the LEC will include:
- **Geographic Representation:** The LEC will select members based on proposed contribution to the LEC weighing geographic representation. The LEC will have at least one member representing each area (West, Central, and East).
- **Racial and Ethnic Diversity:** The LEC will select members based on proposed contribution to the LEC weighing racial and ethnic equity. The LEC will have at least one member representing the racial and ethnic diversity present in the homeless service system.
- **LGBTQIA+ and Underrepresentation:** The LEC will select members based on proposed contribution to the LEC weighing underrepresented groups. The LEC will have at least one member representing LGBTQIA+ and other underrepresented populations.

LEC members will serve three year term limits. Members may reapply for their seats.

Membership Selection
To be eligible to serve on the LEC, members identify themselves as having an experience of homelessness, past or present. This experience may have taken place in Maricopa County or elsewhere, and the member does not need to have utilized services in Maricopa County.

Annually, the Lived Experience Collaborative will open up membership. To solicit new LE members, an invitation will be extended by the Collaborative Applicant to stakeholders requesting potential members to submit an application. Notification of vacancies for community members will be solicited through the MAG website, the CoC email distribution list, announcements at CoC Collaborative and CoC Board meetings, and outreach to community members experiencing homelessness. The Collaborative Applicant will prepare a list of people who submitted applications with the category(ies) they represent to the Membership Workgroup. The Membership Workgroup will review the list, resumes, and applications and make recommendations to the LEC for membership. The LEC will review recommendations and vote to fill vacancies on the Collaborative. Members cannot vote for themselves. The LEC will base the decision on ensuring diverse representation on the Collaborative.

If membership drops below 7 outside of the identified solicitation of new members, the Collaborative will send out a request for new members in collaboration with the Collaborative Applicant.

LEC Co-Chairs

The Lived Experience Collaborative will be led by two Co-Chairs, representing different categories who will serve two-year staggered terms. The Collaborative Applicant will solicit letters of interest from the LEC membership to fill a Co-Chair position when a vacancy occurs. The LEC will vote on

recommendations for the Co-Chair, to fill the vacancy. Strong consideration will be given to those candidates who have demonstrated ongoing, active engagement in the Continuum of Care. See full job description in Appendix A.

Roles and Responsibilities of LEC

1. Provide feedback to Collaborative Applicant staff on monitoring and evaluation.
2. Recommend guiding principles to the Board.
3. Consult with Collaborative Applicant staff on identified areas that need improvement within the current system.
4. Review and make recommendations regarding funding needs of the homeless response system.
5. Serve as a resource for the Continuum of Care for problem-solving and/or formal grievances regarding the homeless response system.
6. Assist in the development of operations flow charts for community distribution.
7. Create ad-hoc working groups to achieve its purpose and goals as needed that are time limited, goal driven, and data driven.
8. Support communication across working groups, Collaboratives, and all CoC entities established for the purpose of carrying out the roles and responsibilities of the Collaborative.

LOCAL JURISDICTION COLLABORATIVE

09

Overview and Relationship to CoC

The Local Jurisdiction Collaborative (LJC) provides input and makes recommendations to the Continuum of Care (CoC) Board from the perspective of local government; supports cross-jurisdictional learning of best practices and problem-solving; and serves as a platform for coordinating services to end homelessness.

The Local Jurisdiction Collaborative is responsible for reviewing, evaluating, and making recommendations for the following:
- CoC policies, principles, or guidelines
- CoC funding coordination
- Multi-jurisdictional programs or service delivery
- Multi-jurisdictional issues needing mitigation and proposed solutions
- Emerging or best practices in homeless response
- Issues, activities, or feedback related to the implementation of Pathways Home or other regionally adopted strategies related to homelessness

Meetings, Participation, and Conduct

Meetings

The LJC meets monthly. Agendas and notes are developed by the Collaborative Applicant with input from the LJC Co-Chairs and available upon request. Each meeting agenda will include an opportunity to request future agenda items.

Participation

The LJC has a robust workload and requires members to be active and engaged participants. After three consecutive absences, the LJC shall consider the seat vacated. After two consecutive absences, the Co-Chairs or Collaborative Applicant will notify the member of a pending violation of this policy. The notification will request a response from the member stating her/his/their interest in continuing to serve on the LJC and inform the member that if he/she/they does not attend the next scheduled meeting, the seat will be considered vacant. Upon a vacated seat, the Collaborative Applicant will contact the jurisdiction.

Code of Conduct

A LJC member must disclose personal, professional, and business relationships when making decisions and taking action on items. If there is a conflict of interest, the member must recuse herself/himself/them self from voting on or taking action on that item. Each LJC member signs a conflict of interest statement to acknowledge this rule.

Membership Policy

Membership Structure

Each local government within the MAG area shall designate a representative from their agency for the LJC. An agency choosing not to designate a representative, must do so in writing with an explanation of the business reason for electing to not participate on the LJC. It is requested that agency representatives commit to serving on the LJC for a minimum of one-year recognizing that if staffing changes occur an agency-selected representative will be eligible to fill the vacant seat. The Collaborative Applicant will notify an agency's designated Intergovernmental Programs liaison or appropriate staff to address any attendance or vacancy issues for the jurisdiction and to coordinate a replacement.

MAG area includes:

Jurisdiction	Number of Seats
Apache Junction	1
Avondale	1
Buckeye	1
Carefree	1
Cave Creek	1
Chandler	1
El Mirage	1
Florence	1
Ft. McDowell Yavapai Nation	1
Fountain Hills	1
Gila Bend	1
Gila River Indian Community	1
Gilbert	1
Glendale	1
Goodyear	1
Guadalupe	1
Litchfield Park	1
Maricopa	1
Maricopa County (unincorporated)	1
Mesa	1
Paradise Valley	1
Peoria	1
Phoenix	1
Pinal County (unincorporated)	1
Queen Creek	1
Salt River Pima-Maricopa Indian Com.	1
Scottsdale	1
Surprise	1

Tempe	1
Tolleson	1
Wickenburg	1
Youngtown	1

LJC Co-Chairs

The Local Jurisdiction Collaborative will be led by two Co-Chairs elected by LJC members who will serve two-year staggered terms. The Collaborative Applicant will solicit letters of interest from the LJC membership to fill a Co-Chair position when a vacancy occurs. The Collaborative Applicant will provide a list of the names and jurisdiction they represent to the LJC with the letters of interest. The LJC will vote on recommendations for the Co-Chair, to fill the vacancy. Strong consideration will be given to those candidates who have demonstrated ongoing, active engagement in the Continuum of Care. See full job description in Appendix A.

Roles and Responsibilities of LJC

1. Provide guidance to the Board on jurisdiction-related concerns on homelessness.
2. Assist the CoC Board in implementing the CoC Board Strategic Plan including elements related to Pathways Home: A Regional Action Plan for Local and Tribal Governments.
3. Provide feedback to the Collaborative on Community Adopted Best Practices that impact local jurisdictions.
4. Bring forward concerns from each local jurisdiction that can be jointly addressed or brought forward to the Board for feedback.
5. Provide feedback to the Collaborative Applicant staff on monitoring and evaluation and crossover with local jurisdiction monitoring and evaluation.
6. Review and make recommendations regarding funding needs of the homeless response system.
7. Create ad-hoc working groups to achieve its purpose and goals as needed that are time limited, goal driven, and data driven.
8. Support communication across working groups, Collaboratives, and all CoC entities established for the purpose of carrying out the roles and responsibilities of the Collaborative.

RACE EQUITY COLLABORATIVE

10

Overview and Relationship to CoC

The Racial Equity Collaborative (REC) provides input and makes recommendations to the Continuum of Care Board on how principles and guidelines for the Continuum of Care disproportionately impact people of color experiencing homelessness. The Racial Equity Lens should be embedded into each area of operation within the CoC, ensuring that equitable outcomes can be reached across the Continuum of Care. The REC produces tools to support CoC funded services in achieving equitable outcomes. REC works hand-in-hand across all Collaboratives to ensure every policy, principle, and guideline is rooted in equity.

Meetings, Participation, and Conduct

Meetings
The REC meets monthly. Agendas and notes are developed by the Collaborative Applicant with input from the REC Co-Chairs and available upon request. Each meeting agenda will include an opportunity to request future agenda items.

Participation
The REC has a robust workload and requires members to be active and engaged participants. After three consecutive absences, the REC shall consider the seat vacated. After two consecutive absences, the Co-Chairs or Collaborative Applicant will notify the member of a pending violation of this policy. The notification will request a response from the member stating her/his interest in continuing to serve on the REC and inform the member that if he/she does not attend the next scheduled meeting, the seat will be considered vacant.

Code of Conduct
A REC member must disclose personal, professional, and business relationships when making decisions and taking action on items. If there is a conflict of interest, the member must recuse herself or himself from voting on or taking action on that item. Each REC member signs a conflict of interest statement to acknowledge this rule.

Membership Policy

Membership Structure
REC Membership should be at least 9 seats with no more than 15 seats at any given time. A seat is held on the REC for one member from each of the CoC's Collaboratives to encourage cross collaboration and review of all CoC policies and work through a race equity lens.

Recommended REC Membership categories:

Category	Minimum Number of Seats
CoC Board Member	1

CoC Collaborative Member	1
CoC Coordinated Entry Collaborative Member	1
CoC Data Collaborative Member	1
CoC ESG Collaborative Member	1
CoC Lived Experience Member	1
CoC Local Jurisdiction Member	1
Person with Lived Experience	1
Front Line Staff of CoC Funded Agency	1
Community Member	1

Members of the REC will include:

- Geographic Representation: The REC will select members based on proposed contribution to the REC weighing geographic representation. The REC will have at least one member representing each area (West, Central, and East).
- Racial Diversity: The REC will select members based on proposed contribution to the REC weighing racial equity. The REC will have at least one member representing the racial diversity present in the homeless service system.
- LGBTQIA+ and Underrepresentation: The REC will select members based on proposed contribution to the REC weighing underrepresented groups. The REC will have at least one member representing LGBTQIA+ and other underrepresented populations.

RE members will serve three year term limits. Members may reapply for their seats.

Membership Selection
Annually, the Race Equity Collaborative will open up membership. To solicit new RE members, an invitation will be extended by the Collaborative Applicant to stakeholders requesting potential members to submit an application. Notification of vacancies for community members will be solicited through the MAG website, the CoC email distribution list, and announcements at CoC Collaborative and CoC Board meetings. The Collaborative Applicant will prepare a list of people who submitted applications with the category(ies) they represent to the Membership Workgroup. The Membership Workgroup will review the list, resumes, and applications and make recommendations to the RE Collaborative for membership. The RE Collaborative will review recommendations and vote to fill vacancies on the Collaborative. Members cannot vote for themselves. The RE Collaborative will base the decision on ensuring diverse representation on the Collaborative.

If membership drops below 9 outside of the identified solicitation of new members, the Collaborative will send out a request for new members in collaboration with the Collaborative Applicant.

REC Co-Chairs
The Race Equity Collaborative will be led by two Co-Chairs, representing different categories who

will serve two-year staggered terms. The Collaborative Applicant will solicit letters of interest from the REC membership to fill a Co-Chair position when a vacancy occurs. The REC will vote on recommendations for the Co-Chair, to fill the vacancy. Strong consideration will be given to those candidates who have demonstrated ongoing, active engagement in the Continuum of Care. See full job description in Appendix A.

Roles and Responsibilities of REC

1. Review data on a quarterly basis including the Homelessness Trends Report and System Performance Measures.
2. Create training topics and support facilitation for the community based on data, specifically focused through the lens of Race Equity.
3. Review the Community Adopted Best Practices and provide feedback to the Collaborative on an annual basis.
4. Review, revise, and recommend changes on evaluation tools, including the CoC program performance scorecard, for CoC performance evaluation to the CoC Board.
5. Review the common assessment tool used through the Coordinated Entry system through an equity lens.
6. Provide input and feedback into monitoring and evaluation of the homeless response system including the Coordinated Entry evaluation.
7. Create and implement the Racial Equity workforce toolkit.
8. Assist in the implementation of the Board Strategic Plan.
9. Create ad-hoc working groups to achieve its purpose and goals as needed that are time limited, goal driven, and data driven.
10. Support communication across working groups, Collaboratives, and all CoC entities established for the purpose of carrying out the roles and responsibilities of the Collaborative.

RANK AND REVIEW COLLABORATIVE

11

Overview and Relationship to CoC

The Review and Rank Collaborative will review and evaluate all CoC project applications submitted in the local competition.

Membership Policy

Membership Structure

The Collaborative Applicant recruits a non-conflicted Review and Rank Collaborative. The process for recruitment and selection will be transparent to the members of the CoC.   The Collaborative should include at least one non-conflicted provider (ideally a provider with experience administering federal, non-CoC grants), with a focus on having a diverse Collaborative and some Collaborative consistency from year to year. CoC Board members are prohibited from serving on the Collaborative. Members sign conflict of interest and confidentiality statements. A Collaborative Applicant representative attends Collaborative meetings to act as a resource.

Roles and Responsibilities

1. Collaborative members are oriented to process, trained, receive applications, review materials, and review and score applications.
2. Collaborative members meet to jointly discuss each application and conduct short, required interviews with applicants either in person, by phone, or video conference.
3. The Review Collaborative may present multiple options to the CoC Board in a public meeting and will articulate the potential pros, cons, and impact of each recommendation. The meeting will be scheduled to allow for explanation, questions, and meaningful dialogue between the members of the Collaborative and the CoC Board.
4. Projects are given feedback from the Collaborative on quality of application and ways to strengthen the application before submission to HUD.
5. Applications for CoC Planning funds are reviewed by the Review and Rank Collaborative.
   (See Rank and Review Process for more information.)

YOUTH ACTION COLLABORATIVE

12

Overview and Relationship to CoC

The Youth Action Collaborative (YAC) provides input and makes recommendations to the Continuum of Care (CoC) Board on how principles and guidelines for the Continuum of Care affect youth and young adults, aged 18-24, experiencing homelessness.

Meetings, Participation, and Conduct

Meetings

The YAC meets monthly. Agendas and notes are developed by the Collaborative Applicant (MAG) with input from the YAC Co-Chairs and available upon request. Each meeting agenda will include an opportunity to request future agenda items.

Participation

The YAC has a robust workload and requires members to be active and engaged participants. After three consecutive absences, the YAC shall consider the seat vacated. After two consecutive absences, the Co-Chairs or Collaborative Applicant will notify the member of a pending violation of this policy. The notification will request a response from the member stating her/his interest in continuing to serve on the YAC and inform the member that if he/she does not attend the next scheduled meeting, the seat will be considered vacant.

Code of Conduct

A YAC member must disclose personal, professional, and business relationships when making decisions and taking action on items. If there is a conflict of interest, the member must recuse herself or himself from voting on or taking action on that item. Each YAC member signs a conflict of interest statement to acknowledge this rule.

If a YAC member works in the homelessness or housing field, they are expected to be representatives of those with lived experience and not their agency. Because of this, YAC members should be attending meetings when they are not working at their agency, either taking a break during the meeting time or being out of the office.

Membership Policy

Membership Structure

YAC Membership should be at least 6 seats with no more than 10 seats at any given time.

Members of the YAC will include:
- **Geographic Representation:** The YAC will select members based on proposed contribution to the YAC weighing geographic representation. The YAC will have at least one member representing each area (West, Central, and East).
- **Racial Diversity:** The YAC will select members based on proposed contribution to the YAC weighing racial equity. The YAC will have at least one

member representing the racial diversity present in the homeless service system.

- **LGBTQIA+ and Underrepresentation:** The YAC will select members based on proposed contribution to the YAC weighing underrepresented groups. The YAC will have at least one member representing LGBTQIA+ and other underrepresented populations.

YAC members will serve three year term limits with the exception of members who turn 25 when they can no longer be a voting member. Members may reapply for their seats.

Membership Selection
To be eligible to serve on the YAC, members identify themselves as having an experience of homelessness, past or present, and they must be between the ages of 18 and 24. This experience may have taken place in Maricopa County or elsewhere, and the member does not need to have utilized services in Maricopa County.

Annually, the YAC will open up membership. To solicit new YAC members, an invitation will be extended by the Collaborative Applicant to stakeholders requesting potential members to submit an application. Notification of vacancies for community members will be solicited through the MAG website, the CoC email distribution list, announcements at CoC Collaborative and CoC Board meetings, and outreach to youth experiencing homelessness. The Collaborative Applicant will prepare a list of people who submitted applications with the category(ies) they represent to the YAC. Applications will be reviewed by the YAC and will be voted on by the YAC at a regular meeting. Members cannot vote for themselves. The YAC will base the decision on ensuring diverse representation on the Collaborative.

If membership drops below 6 outside of the identified solicitation of new members, the Collaborative will send out a request for new members in collaboration with the Collaborative Applicant (MAG).

YAC Co-Chairs
The Youth Action Collaborative will be led by two Co-Chairs, who will serve two-year staggered terms. The Collaborative Applicant (MAG) will solicit letters of interest from the YAC membership to fill a Co-Chair position when a vacancy occurs. The YAC will vote on recommendations for the Co-Chair, to fill the vacancy. See full job description in Appendix A.

Roles and Responsibilities of YAC
1. Provide feedback to Collaborative Applicant (MAG) staff on monitoring and evaluation.
2. Recommend guiding principles to the Board.
3. Consult with Collaborative Applicant staff on identified areas that need improvement within the current system.
4. Review and make recommendations regarding funding needs of the homeless response system.

5. Serve as a resource for the Continuum of Care for problem-solving and/or formal grievances regarding the homeless response system.
6. Create ad-hoc work groups.
7. Support communication across working groups, Collaboratives, and all CoC entities established for the purpose of carrying out the roles and responsibilities of the Youth Action Collaborative.

COORDINATED ENTRY GRANTEES

13

Overview and Relationship to CoC

The Coordinated Entry Project Grantee will carry out the activities defined in the Coordinated Entry contract, approved by the Continuum of Care Board and executed by HUD. The grantee will comply with HUD contract requirements and implement Coordinated Entry policy decisions, as directed by the Continuum of Care Board.

Roles and Responsibilities

The Coordinated Entry Project Grantee's roles and responsibilities include, but are not limited to:

1. Operating a coordinated entry system.
2. Consistently following prioritization and eligibility standards, adopted by the CoC Board.
3. Adhere to the Coordinated Entry requirements in the HEARTH Act.
4. Comply with the Memorandum of Understanding between the CoC and the Coordinated Entry lead agency.
5. Notify CoC staff of grievances that occur in conjunction to the Coordinated Entry system.
6. Inform CE Collaborative and CoC staff of new agencies onboarded.
7. Work with HMIS on data quality concerns or changes.
8. Participation in annual assessment.
9. Participation in Collaboratives and workgroups that impact Coordinated Entry.
10. Provide training related to the Coordinated Entry System on a minimum semi-annual basis and ensure training is completed by every agency.
11. Oversight and monitoring of Coordinated Entry Access Points.
12. Annual review of relevant Policies and Procedures.

Please refer to the most recently approved and adopted Coordinated Entry Policies and Procedures.

HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS) LEAD AGENCY

14

Overview and Relationship to CoC

The Homeless Management Information System (HMIS) Lead Agency will carry out the activities defined in the HMIS contract, approved by the CoC Board and executed by HUD. The grantee will comply with HUD contract requirements and implement the HMIS for the Maricopa Regional Continuum of Care.

Roles and Responsibilities

The HMIS Lead Agency's roles and responsibilities include, but are not limited to:

1. Ensuring consistent participation in HMIS by HUD-funded projects.
2. Ensuring the HMIS is administered in compliance with the requirements prescribed by HUD, including:
   a. Collecting unduplicated counts of individuals and families experiencing homelessness;
   b. analyzing patterns of use of assistance provided for the geographic area involved;
   c. providing information to project sponsors and applicants for needs analyses and funding priorities;
   d. providing for an encryption for data collected for purposes of HMIS;
   e. providing documentation, including keeping an accurate accounting, proper usage, and disclosure of HMIS data;
   f. providing access to HMIS data by staff, contractors, law enforcement, and academic researchers; and
   g. criminal and civil penalties for unlawful disclosure of data.
3. Comply with the Memorandum of Understanding between the CoC and HMIS Administrator.
4. Notify CoC staff of grievances that occur in conjunction to the HMIS system.
5. Inform Data Collaborative and CoC staff of new agencies onboarded.
6. Work with Coordinated Entry Leads on data quality concerns or changes.
7. Participation in Collaboratives and workgroups that impact HMIS.
8. Provide training related to HMIS on a minimum semi-annual basis and ensure training is completed by every agency.
9. Oversight and monitoring of HMIS agencies and users.
10. Annual review of relevant Policies and Procedures.

Please refer to the most recently approved and adopted HMIS Policies and Procedures.

APPENDICES

- *Appendix A: Co-Chair Job Description*

- *Appendix B: Index of Central Roles and Responsibilities*

- *Appendix C: Glossary*

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Appendix A: Co-Chair Job Description

Leadership provides direction and fosters trust and motivation by promoting an inclusive and productive atmosphere at meetings. Co-chairs collaborate with the Collaborative Applicant staff and the other Continuum of Care Board and Collaboratives. Co-chairs are nominated and elected to serve a two-year staggered term to the other co-chair. Upon a vacancy, the Collaborative Applicant will solicit letters of interest from the CoC Collaboratives membership with a vote on recommendations for the co-chair.

Qualifications
1. Active member of the Board or Collaborative in good standing.
2. Understand and have an interest in the Board or Collaborative's roles and responsibilities, including the relationship with the Board and other Collaboratives.
3. Able to interact effectively with people from diverse social, economic, and cultural backgrounds.
4. Demonstrates communication skills, effective meeting facilitation, a willingness and ability to speak well in front of Collaboratives, encourage and motivate others, exercise diplomacy and tact, and a willingness to delegate responsibilities.
5. Demonstrates problem-solving and decision-making skills.
6. Experience in homelessness and related fields.

Participation Requirements
1. Monthly agenda setting meetings
2. Monthly Board or Collaborative meetings
3. Response to MAG staff within 48 business hours
4. Other Board and Collaborative meetings as needed
5. Workgroup participation when applicable to role

Responsibilities
1. In partnership with Collaborative Applicant (MAG) staff, develop and review agendas for all Board or Collaborative meetings.
2. Facilitate meetings of the Board or Collaborative with assistance from Collaborative Applicant (MAG) staff.
3. Determine how co-chair responsibilities shall be shared between co-chairs.
4. In conjunction with Collaborative Applicant (MAG) staff, ensure that the tasks of the Board or Collaborative are completed in a timely manner.
5. Work with Collaborative Applicant (MAG) staff to address any issues that arise in an expedient and timely manner.
6. Present recommendations and/or motions to other CoC Collaboratives.
7. Remain objective and impartial as the co-chair(s) role changes from participant to facilitator.
8. Promote and advance the mission of the Board or Collaborative. Ensure community representation is incorporated into the work of the Board or Collaborative.

9. In conjunction with Collaborative Applicant (MAG) staff, adhere to the Governance Charter policies and procedures.
10. Assist in the recruitment of Board or Collaborative members and co-chairs upon your term completion.

Appendix B: Index of Central Roles and Responsibilities

This appendix is a quick reference list of which groups are responsible for major roles and responsibilities. More details about each responsibility is contained in the preceding document.

I. Annual CoC program application (CoC Board, MAG)

II. Coordinated Assessment (CoC Board, Coordinated Entry Grantees, MAG)

III. Coordination and integration with ESG recipients (CoC Board, ESG Collaborative)

IV. Feedback on consolidated plans (CoC Board, MAG)

V. HEARTH Act Compliance (MAG)

VI. Meeting Minutes (CoC Board, MAG)

VII. Point-in-Time Count (CoC Board, MAG)

VIII. Quorum (CoC Board)

IX. Review of Charter (CoC Board)

Appendix C: Associated Documents

This policy was written in conjunction with other policies and procedures of the Maricopa Regional Continuum of Care. Grant recipients and providers are encouraged to review Policies and Procedures, Community Glossary, Community Acronyms, and Community Adopted Best Practices for more information.

Maricopa Regional CoC
Strategic Plan

2024

OVERVIEW

Summary and Framework

Maricopa County, like many throughout the country, is facing unprecedented opportunities and challenges around homelessness. <u>Homelessness</u> is a complex issue with a myriad of reasons for experiencing homelessness and solutions unique to each individual. The <u>data</u> in Maricopa County is seeing an increase in people experiencing homelessness with a disproportionate impact on people of color.

However, we can all come together to address these challenges and reduce homelessness. The <u>Continuum of Care</u> stands at the center of regional efforts and is led by a diverse and expert governing board. The governing board is assisted by nine key lateral Committees that work to address homelessness. In addition, workgroups are formed to address certain aspects of the system that are time limited, data driven, and goal driven. These groups are represented by stakeholders in the community including formerly homeless individuals, advocates, outreach teams, homeless services providers, domestic violence providers, criminal justice system, healthcare system, behavioral health system, child welfare system, elected officials, first responders, Emergency Solutions Grant recipients, Public Housing Authorities, and private funders. These groups ensure equitable representation across geography, racial and ethnic diversity, and underrepresented groups.

The Strategic Plan is rooted in the Continuum of Care <u>vision, mission, and values</u>. Using data and equity as the driving focus, the Board's activities will focus on: Regulatory Roles & Oversight; System Performance Measure Improvement; Monitoring, Evaluation & Technical Assistance; and Communication, Coordination, & Strategy. Given the Board's continued focus on improvement change, these activities, leads, and timelines are adaptable and will be changed as ideas arise based on this framework. The Strategic Plan is broken up into annual and quarterly activities as well as goals to be accomplished with timelines.
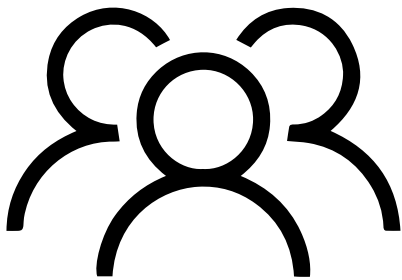
Maricopa
Regional
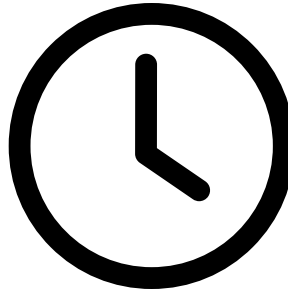**Continuum of Care**
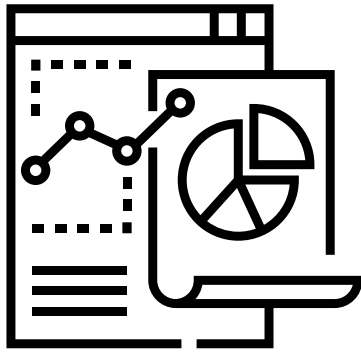
SYSTEM GOALS

Increase Data Access & Quality
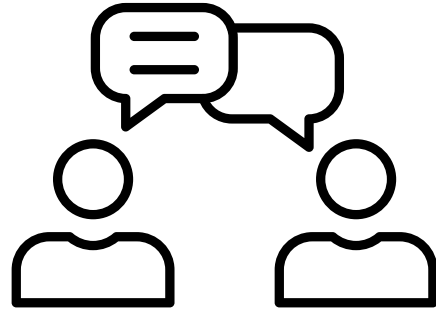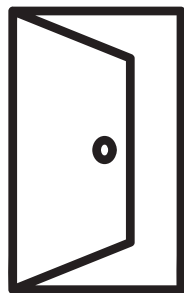
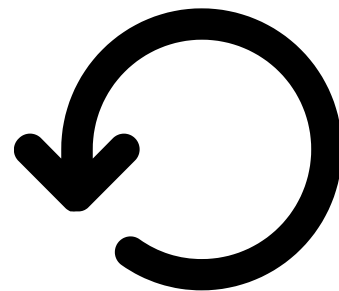**Increase Awareness & Understanding**

Reduce First Time Homeless

Reduce Length of Time Homeless

Increase Job & Income Growth

Increase Successful Exits

Reduce Returns to Homelessness

Maricopa Regional **Continuum of Care**

SYSTEM GOALS

Increase Data Access & Quality

- Increase utilization of HMIS
- Increase data quality within HMIS
- Integrate other data with the homeless response system
- Use data analysis to create actionable, data-informed decisions
- Increase equity in addressing homelessness

Increase Awareness & Understanding

- Increase understanding of homelessness in the community
- Increase community data literacy and utilization of data
- Increase users and trainings in the CoC Learning Gateway
- Seek new funding opportunities

Reduce First Time Homeless

- Increase coordination and connection with other systems of care
- Expand and create new diversion and prevention programs
- Increase accessibility and understanding of programs in the community

Reduce Length of Time Homeless

- Increase understanding and access of Coordinated Entry
- Decrease length of time in shelter
- Maintain temporary housing availability
- Increase coordination within the homeless response system between providers

Increase Job and Income Growth

- Increase understanding of workforce development programs and ways to increase income
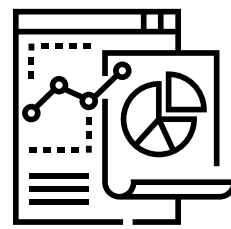
Increase Successful Exits

- Increase rental units available in the community
- Increase permanent housing
- Increase support for housing in the community

Reduce Returns to Homelessness

- Increase coordination and connection with other systems of care to reduce returns to homelessness

Maricopa Regional Continuum of Care

INCREASE DATA ACCESS & QUALITY

Increase Utilization of HMIS

Goal: Increase HMIS utilization by December 2024.
- Increase non-participating agencies within HMIS by setting a baseline, identifying non-HMIS agencies that are enrolled in 2-1-1, contacting agencies to determine barriers to HMIS participation, and work with agencies to overcome these barriers - Data Collaborative
- Increase Managed Care Organization and subcontractors data entry into HMIS by working with AHCCCS to ensure contract alignment, access, and reporting oversight leading to increased care coordination - AHCCCS Coordination Workgroup

Increase Data Quality within HMIS

Goal: Increase Data Quality scores across UDE measures and other key priority areas.
- Evaluate data quality within each priority data field - Data Collaborative
- Create targeted, actionable solutions to priority data fields - Data Collaborative

Integrate Other Data with the Homeless Response System

Goal: Increase understanding of utilization to increase care coordination.
- Integrate additional data sources within DWEL by December 2024 - DWEL-AZ Collaborative
- Integrate domestic violence data with the homeless system - Coordinated Entry Collaborative
- Increase coordination and partnership with Arizona Housing Analytics Collaborative (AZHAC) to determine more areas of data analysis (e.g. 2-1-1 data, eviction data) - Data Collaborative

Use data analysis to create actionable, data-informed decisions

Goal: Make 3 policy recommendations based on data evaluation and analysis.
- Work with AZHAC to identify data analysis opportunities - Data Insights Workgroup
- Increase evaluation leading to policy recommendations and changes - Data Collaborative
- Using the Data Analysis Landscape Evaluation, implement changes to HMIS - Board
- Using Stella, complete system modeling for the Maricopa CoC - Data Collaborative, MAG Staff

Increase equity in addressing homelessness

Goal: Decrease disparities across system performance measures.
- Evaluate System Performance Measures across race and ethnicity to determine discrepancies and recommend policy changes based on discrepancies - Race Equity Collaborative
- Evaluate access to the system across demographics to determine discrepancies and recommend policy changes - Coordinated Entry Collaborative, Race Equity Collaborative
- Work with CoC-funded organizations to set diversity targets for staff, leadership, and boards and strategies to achieve them - Race Equity Collaborative

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INCREASE AWARENESS & UNDERSTANDING
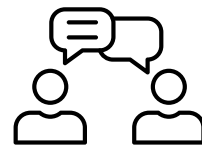
Increase Understanding of Homelessness in the Community

Goal: Increase general understanding of homelessness across underrepresented individuals in the Continuum of Care and within the Continuum of Care.

- Increase communication between, in, and out of the CoC - Communications Workgroup
- Increase Board and Collaboratives development by ensuring all members take required trainings (CoC 101, Homeless 101, system learning) in the Learning Management System - ALL
- Increase understanding of programs through onsite tours for Board members - Board
- Increase understanding of homelessness by reaching 100 additional partners with Homeless 101 - Communications Workgroup
- Increase storytelling and storytelling skills of people experiencing homelessness within the CoC - Lived Experience Collaborative, Youth Action Collaborative

Increase community data literacy and utilization of data

Goal: Increase data availability and understanding within the Continuum of Care and across CoC Partners.

- Develop a data literacy plan with identified trainings to create, documents to reference, and clear FAQs to respond to challenges - Data Collaborative, Youth Action Collaborative
- Increase usage of the System Performance Measures and Program Performance Measures, ensuring all CoC Partners are using them as a benchmark - CoC Collaborative
- Clear understanding by CoC Partners and media of the differences between Point in Time Count and Homelessness Trends Report, referencing the Homelessness Trends Report as Best Practice - Communications Workgroup

Increase users and trainings in the CoC Learning Gateway

Goal: Increase learning across the CoC by CoC Partners and staff.

- Increase engagement in the CoC Learning Gateway by 25% - MAG Staff
- Increase users in the CoC Learning Gateway by 40% - CoC Collaborative
- Increase trainings available in the CoC Learning Gateway by 35% - MAG Staff

Seek new funding opportunities

Goal: Increase understanding of funding available in the community for homelessness.

- Develop baseline of funding currently going towards homelessness across federal, state, and local resources - Local Jurisdiction Collaborative
- Apply for 3 new funding opportunities across the CoC - MAG Staff, Youth Action
- Collaborative

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REDUCE FIRST TIME HOMELESS
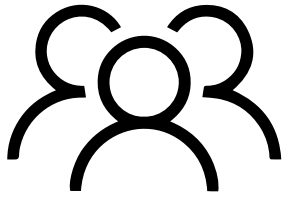
2021-2022:
13,591
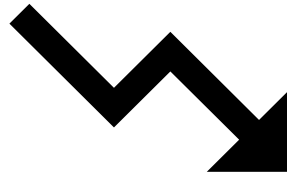
Reduce by
5%+

Increase coordination and connection with other systems of care

Goal: Increase understanding and connection with other systems of care.
- Work with other systems of care to develop one-pagers documenting the partnership and work to address homelessness - CoC Collaborative
- Increase connection to local services, such as medical, behavioral health, and substance use treatment programs - Outreach Workgroup

Expand and create new diversion and prevention programs

Goal: Increase resources to prevent people from experiencing homelessness.
- Develop toolkit for diversion and prevention - Local Jurisdiction Collaborative
- Evaluate prevention and diversion programs, identifying the best resource allocation, funding source, and successful models - Local Jurisdiction Collaborative, CoC Collaborative

Increase accessibility and understanding of programs

Goal: Increase connections between programs within the homeless response system.
- Create connection between programs within the homeless response system to increase referrals and interconnectivity - CoC Collaborative
- Create documents for people experiencing homelessness to understand programs offered and resources available to them - Lived Experience Collaborative, Youth Action Collaborative
- Create community standards including standard operating procedures and outcome measures - Board

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REDUCE LENGTH OF TIME HOMELESS
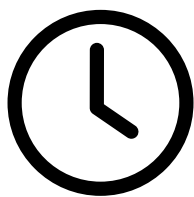
2021-2022:
114 days

Reduce to 108
days or less

Increase understanding and access of Coordinated Entry

Goal: Increase access within Coordinated Entry.
- Assess and enhance the Coordinated Entry system tool including piloting the assessment tool and identifying next steps - Coordinated Entry Collaborative, Youth Action Collaborative
- Review households without a VI-SPDAT who have been engaged with the system and develop process for evaluating - Coordinated Entry Collaborative
- Expand culturally specific outreach to Black, Native, and Latino people to engage them in housing and services - Coordinated Entry Collaborative
- Provide continuous improvement of the Coordinated Entry system including transparency around the system and dispelling myths - Coordinated Entry Collaborative

Decrease length of time in shelter

Goal: Decrease length of time in shelter to 108 days.
- Maintain temporary housing availability ensuring continued funding support of available shelters - Local Jurisdiction Collaborative, ESG Collaborative, CoC Collaborative
- Decrease movement of families between shelters due to time limit on shelters - CoC Collaborative, Emergency Shelter Workgroup
- Review long term stayers over 100 days in shelter to determine barriers and how to overcome those barriers - Emergency Shelter Workgroup
- Create standard operating procedures amongst shelter funders – ESG Collaborative
- Create workflows to support improved care coordination between Medicaid providers and Homeless Service Providers – AHCCCS Workgroup

Increase coordination within the homeless response system

Goal: Increase service connection between programs to increase exits from the homeless response system.
- Create connection between programs within the homeless response system to increase referrals and interconnectivity - CoC Collaborative
- Create peer to peer sharing safe spaces - CoC Collaborative
- Plan for upcoming key events such as the AHCCCS 1115 waiver and ending of American Rescue Plan funding - Board, ESG Collaborative, Local Jurisdiction Collaborative

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INCREASE JOB & INCOME GROWTH

$

2021-2022:
33% for leavers
55% for stayers

Increase to
38% for leavers
60% for stayers

Increase understanding of workforce development programs and ways to increase income

Goal: Increase employment and non-employment income.

- Increase workforce connection within the homeless response system to ensure individuals and families are connected to workforce programs - CoC Collaborative
- Work collaboratively with workforce programs to increase access and outcomes for people experiencing homelessness - Local Jurisdiction Collaborative
- Map out programs that are available and accessible to people experiencing homelessness creating standard information - CoC Collaborative
- Increase employer engagement to hire individuals and families returning to the workforce - CoC Collaborative
- Increase SOAR applications to ensure individuals and families are connecting to Social Security Disability programs and connected between service providers - CoC Collaborative, Lived Experience Collaborative

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INCREASE SUCCESSFUL EXITS
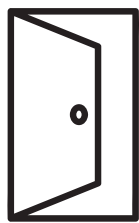
2021-2022:
36% to housing
96% retention

Increase to
41% to housing
97% retention

Increase rental units available in the community

Goal: Increase rental units available in the community to increase variability and options.

- Continue to support and identify funding for Threshold to ensure partners and units are available throughout the community - Local Jurisdiction Collaborative
- Increase rental units for people experiencing homelessness by adding additional rental units available at the lowest income thresholds through land use, Housing Trust Fund utilization, and other federal fund sources - Local Jurisdiction Collaborative

Increase permanent housing

Goal: Increase permanent housing available in the community.

- Increase funding for Rapid Rehousing and Permanent Supportive Housing programs - Local Jurisdiction Collaborative
- Increase connection with Public Housing Authorities including adoption of Move On Strategies, increased acceptance of people experiencing homelessness, and increased voucher applications across the CoC - Public Housing Authority Workgroup, Local Jurisdiction Collaborative
- Discuss with PHAs the ability to increase project based voucher allocations to support LIHTC developers by subsiding their 30% units - Public Housing Authority Workgroup
- Increase Shared Housing and other creative solutions available in the community to increase positive exits - CoC Collaborative

Increase support for housing in the community

Goal: Increase support for housing in the community leading to increased approvals and housing built.

- Launch and further understanding of the messaging of the public education campaign, Home is Where It All Starts - Local Jurisdiction Collaborative
- Increase understanding of the need for housing of all ranges in the community including data needs - Communications Workgroup
- Increase partnership with the Governor's Interagency Council on housing needs - Board
- Dispelling of myths around affordable housing - Communications Workgroup

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Continuum of Care

REDUCE RETURNS TO HOMELESSNESS
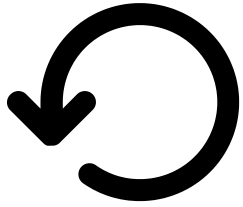
2021-2022:
13%

Reduce to
8% or less

Increase coordination and connection with other systems of care to reduce returns to homelessness

Goal: Decrease returns to homelessness by increase stability in housing programs prior to exit.

- Increase flexible funding available to service providers - CoC Collaborative, Local Jurisdiction Collaborative
- Increase connections to mainstream benefits and understanding of how to enroll in benefits - CoC Collaborative
- Increase partnerships and volunteer opportunities to increase housing stability for individuals and families exiting housing programs - CoC Collaborative, Lived Experience Collaborative

Maricopa
Regional
Continuum of Care

Shelter Bill of Rights

Maricopa Regional Continuum of Care

Every shelter participant can expect to:

1. Be treated with respect and dignity.
2. Have equitable access and space.
3. Have access to clean facilities.
4. Feel safe.
5. Have access to case management and resources.
6. Have access to trained, compassionate, and diverse staff.
7. Share concerns about the services offered.
8. Understand the services being offered and the expectations of them.
9. Discuss behavior before being removed from shelter.
10. Secure storage.
11. Have quality food (**if applicable**).

Participants have the right to review policies & procedures at the shelter or ask shelter staff for further clarification or guidance.
Participants may also file a grievance with the shelter.
See shelter staff for details.

Shelter Bill of Rights

Maricopa Regional Continuum of Care

Every shelter participant can expect to:

1. Be treated with respect and dignity.

- Receive equal treatment and receive services under all policies regardless of race, ethnicity, national origin, gender, sexual orientation, age, religion, income, (dis)ability status, veteran status, familial status including pregnancy, marital status, immigration status, and other protected classes.
- Shelter providers must be accountable for the conduct of any external providers or vendors operating on site.

2. Have equitable access and space.

- Organizations are required to have policies around equal access and accessibility.
- Organizations are required to provide adequate or private space responsive to resources offered.
- Organizations are required to abide by their local Fire Code Occupancy Load.

3. Have access to clean facilities.

- Organizations are required to have policies around cleaning of the facility including infestation protocols.

4. Feel safe.

- Organizations are required to have policies to ensure safety of participants including how the organization will address alcohol, drugs, and weapons.
- Organizations are required to have policies as to why they may segregate a participant based on safety of the participant and others in the shelter.

5. Have access to case management and resources.

- Organizations are required to provide access or referral to a case manager.
- Organizations are required to provide access to a referral list for other services (i.e., mental health, physical health, substance abuse, government assistance, employment, housing).
- Organizations are required to follow privacy and confidentiality for all personal information.
- Organizations are required to educate participants with children under 18 about the Department of Child Safety, parental rights, and available resources and services.

6. Have access to trained, compassionate diverse staff.

- Organizations are required to have policies on training required by staff.
- Organizations are required to have a policy on hiring individuals who have previously been served by the shelter with minimum time of 90 days.

7. Share concerns about services offered.

- Organizations are required to have a grievance policy with review by individuals not involved in the incident.

8. Understand the services being offered and the expectations of them.

- Organizations are required to have clear expectations of what is required of participants, including rules of the shelter.

9. Discuss behavior before being removed from shelter.

- Organizations are required to have policies on why they would remove a participant from shelter and what harm reduction action is being taken prior to removal.
- Organizations should only involve Police as necessary and follow the Maricopa Regional CoC Release of Information when discussing with law enforcement.

10. Secure storage.

- Organizations are required to have policies for storage availability, how storage can be accessed by staff, and what happens to possessions that are left at the shelter after departure. When possible, storage should be provided to participants without staff access.

11. Have quality food (if applicable).

- Organizations are required to have policies for food safety standards and food storage.
- Organizations are required to have policies for responding to food allergies or dietary or religious restrictions and have food options that can meet those restrictions.

Participants have the right to review policies & procedures at the shelter or ask shelter staff for further clarification or guidance.
Participants may also file a grievance with the shelter. See shelter staff for details.